

The New Efficiency Report

by Lt Col Robert C Storey

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The Army has adopted a new officer efficiency reporting system. The new form (IA 67-5) and new Army regulations (AR 623-105) are being distributed. An Officers' Call pamphlet on the new system will be available soon. While these official publications describe the new system and its procedures, they do not deal extensively with the basic concepts of efficiency reporting.

All officers--rated and raters--are more than a little interested in a centralized evaluation system that plays so important a part in their professional lives. Every competent officer wants to be rated fairly and equitably, and usually develops a similar attitude towards his responsibility for rating the performance of others.

The new system emerged partly out of hundreds of such discussions of a more formal kind, over the past several years. It is safe to say that every known theory and system of evaluating performance, every reasonable combination of rating methods, every strong and weak feature of the old system, and every concept that might possibly have value in the new, has been a subject of study and purposeful decision.

Every important question about efficiency reporting has several possible answers of equal or at least comparable validity. I shall attempt to spotlight the thinking that led to the many decisions concerning the new system's form and substance.

WHAT IS THE PURPOSE OF AN INTEGRITY & SECURITY SYSTEM?

Efficiency reports have served the Army primarily as a tool of top management by qualitatively differentiating between officers as a basis for personnel actions. In both government and industry, efficiency reporting systems are concerned largely with counseling of employees. The objectives of counseling are to help the individual improve his performance in his current position and to advise him on future growth and career development.

The Army maintains that the efficiency report must meet its requirements for information indicative of each officer's progressive development and his worth, compared to those of his contemporaries. This information becomes a sound basis for competitive personnel actions. When incorporated into the whole record it becomes a qualitative measure of an officer. Specifically, Department of the

Army boards, the Officers Assignment Directorate, and the personnel management agencies of the arms and services rely upon these data to establish a basis for promotion, selective schooling, retention or release.

To insure accomplishment of the primary objective of the efficiency report, the Army separates the counseling function from the evaluation function. This does not mean that counseling is less important; rather, the new system puts heavier emphasis on it.

HOW FREQUENTLY SHOULD OFFICERS BE RATED?

An efficiency report should be rendered when enough information has been gained about an officer's performance on which to base a valid and reliable evaluation. Reports should be frequent enough to give personnel agencies current information on which to base their actions. Accordingly, the Army accepts a report after an officer has been 60 days on an assignment, and requires a report at least once a year. The current average is two reports annually.

WHAT SHOULD REPORTS BE PREPARED?

At one time, efficiency reports on all officers were prepared during the same period. However, it was found that staggering the submission dates by rank reduced and distributed the administrative load of processing. The new system continues the practice of requiring reports on a staggered schedule, beginning with warrant officers on 30 September, lieutenants on 31 October, and so on through the report cycle.

HOW MANY REPORTS FOR 2?

A case can be made for different forms for warrant, company, and field grade officers. The jobs of officers in these groups are dissimilar in several respects, and might be more readily described on forms designed for specific degrees of age and experience. On the other hand, a single universal form facilitates comparison of an officer's performance from one period to another. The new system retains the single form which is sufficiently adaptable to reflect all types and degrees of duty performance for all components.

WHO SHOULD RATE?

Army officers are so accustomed to being rated by the chain of command that it may come as a surprise to learn that there are other systems. A self-rating system has some merit, particularly if counseling is the main objective. Peer-rating systems have been quite successful in certain circumstances. In fact, if a procedure could be developed whereby an officer could not benefit or penalize himself

by rating his peers, such a system might be entirely feasible for Army use.

In industry, a committee is frequently formed to make the evaluation, with a personnel representative or a professional counselor as a member. The Army has long considered the immediate senior officer or supervisor to be best able to measure a person's performance. Any other system, no matter how valid and acceptable, would depart from the principle of military command.

WHAT RATING METHOD SHOULD BE USED?

The narrative-type performance description, while very useful and practical, has serious weaknesses for an officer corps of 100,000. Narrative measures indicate only very roughly how one man stands in relation to others. Another difficulty is that the adjectives common to narrative descriptions do not mean the same things to all raters. Even when standard nomenclature is used, one rater has higher standards than another. On the other hand, the use of scales that produce a "number" or a "score" suggests a degree of precision that is beyond the reach of the social scientist. The "forced-choice" method sought to eliminate weaknesses of earlier systems such as bias, halo-effect, and leniency, but inadequate instruction of the officer corps in its use led to its rejection. The Army's solution is to employ a combination of rating methods--excluding the forced-choice. The new system, like the old, combines narrative description with several rating scales.

HOW MANY RATING OFFICIALS?

For many years the Army relied on a rater and an indorser. Form 67-4, adopted in 1956, added a reviewing officer as an integral part of the system. The utilization of a reviewing officer has proved to be effective. In the new system he has even greater responsibility to act in the interests of the Army and the rated officer.

HOW WEIGH THE OPINIONS OF RATING OFFICIALS?

A highly debatable point. Some say the rater's evaluation should be given greater weight because he is closest to the rated officer. Others feel that the indorser's maturity, judgment and perspective should be given greater weight. Each situation is different, and provides argument for either view. There are no extensive research data to support one view against the other. Accordingly, the new system continues the current practice of giving equal weight for rater and indorser.

In theory, it may be desirable to discount an indorser's appraisal if he is stationed, say, 500 miles from the rated officer,

with few opportunities to observe his performance. Similarly, it may be undesirable to give the same weight to one rating official who has observed the rated officer for a full year than to another who has done so for only 61 days. It has been proposed that reports be weighted according to the grade of the rating official--the higher his rank, the greater weight to his evaluations. Until we arrive at a more refined and highly developed system, however, these theoretical advantages cannot be exploited.

WHAT ARE THE MILITARY COMPARISONS?

Obviously, a rated officer cannot be validly compared against all others. No rating official could know them all; nor can a lieutenant be compared fairly with a colonel.

The new system continues the practice of comparing the rated officer with others of his grade and branch who have similar experience, service schooling, and time in grade. This matter of comparisons is related to a new feature on the new report form: the expected distribution of ratings over 100 officers. The new regulation warns against interpreting this as a required grouping of ratings awarded in a unit or agency. It is an Army-wide "forecast" that seldom applies to local conditions.

SHOULD RATING OFFICIALS BE ASSIGNED TO THE "HARD" OR "EASY" LIST?

We have long recognized that one of the basic hurdles of efficiency reporting is that there are as many "standards" as there are raters. This is the main reason why some officers are known as "hard" raters and others as "easy." Both groups are equally sincere and conscientious, but have varying standards. After considerable study, the Army concluded that the personal differences among endorsers and reviewers are sufficient to affect the necessary balance.

DO YOU THINK RATERS SHOULD KNOW THE SCORING VALUES?

Widespread objection to the current rating system was based on the premise that rating officials do not know where they are placing the rated officer in comparison with others. Until now, the numerical value of the scored sections of the efficient report have not been known to the field, neither have raters known the actual or the relative value of the ratings they award.

It was decided that, under the new system, rating officials would know the scoring values of their ratings. This decision automatically meant that the relative scoring method gave way to an absolute system. Under an absolute system the rating official assigns a rating to each subordinate which remains unchanged after processing at the Pentagon. In an absolute system progress is unceasingly sure the rating is determined by the rating official and not the department of the Army.

The new system honors the desire of rating officials to know "where they are placing a man." Selection and promotion boards will see the score the rater himself entered in the report.

WHICH PARTS OF THE REPORT ARE MOST IMPORTANT?

For many years the practice of evaluating traits, qualities, and characteristics has been regarded as a key element. The idea seemed to be that if we can identify essential leadership traits, it should be simple to evaluate those individual attributes. Actually, this is not simple at all. First, experts are far from unanimous as to the characteristics of a good leader. Everyone can compile a list of essential attributes which will be unlike anyone else's. Second, research has proved that if you like a person, you tend to rate him high on the traditionally desirable traits. If you dislike him, these same traits are almost sure to seem less desirable to you. Current literature on performance appraisal emphasizes the devaluation of lists of indefinable subjective characteristics. The new report form has a "traits" section, but its scoring weight is relatively light.

Another criterion that has been highly regarded is the estimate of potential. One of the Army's most important peacetime functions is that of being prepared to provide the leadership essential for war. Accordingly, estimate of potential has been an important purpose of efficiency reporting. The trouble is that rating officials have been asked to predict future performance with little ground on which to base such a forecast. For example, a company commander of a ZI tactical unit may be asked to predict an officer's performance with a foreign government. At one time the Army asked for a prediction of performance two grades above the officer's current rank. Unfortunately, such judgments cannot be based on sound and definable standards. They are highly unreliable, because people are not objective judges and because a person's potential can increase or diminish, for a variety of unpredictable reasons.

The purpose of the efficiency report is to give the Department of the Army a picture of the rated officer as he was seen during a certain period. The picture should record the officer's performance and behavior, and those relevant facts about his personality and character that may relate to his current and potential effectiveness. Carefully prepared, factual, concise, and concrete descriptive comments are helpful to boards and personnel agencies. The "easy" generalization or abstraction serves no useful purpose. Rating officials should concentrate upon tangible and concrete evaluation of the rated officer's duty performance, including the manner in which he meets his responsibilities. A psychological analysis of the rated officer is not expected or desired. The basic question to be answered is: How well is he doing now on his job? Primary emphasis must be on an officer's performance in his current assignment instead of on opinions concerning his potential and personality.

At the same time, evaluation of personal traits and characteristics, and the prediction of "potential" have a valid role. Personnel agencies must consider these factors because often they must assign people to jobs they have never worked at. Certain assignments demand officers with personal characteristics that may have little bearing on their selection for the normal run of Army jobs. Thus, while traits of character and estimated potential play a relatively small part in efficiency scoring, such information is still useful and needed.

SHOULD THE RATER SHOW THE RATED OFFICER HIS REPORT?

There are three possible answers to this question. It can be made mandatory; it can be left to the rater's option; or it can be prohibited. Of the three courses, it has become clear that allowing the rater to use his discretion is the least desirable.

Research has proved that when the rater intends to show the efficiency report to the rated officer, he tends to inflate it. When he does not intend to show it, there is a clear tendency toward more objective and valid reporting. If showing is left to discretion, personnel agencies have no way of knowing which of the two reporting tendencies are reflected in a particular report.

As to whether showing the report should be made mandatory or be prohibited, the answer seems equally clear. Since showing the report is known to reflect an inflationary influence, the no-show policy is best. It is equally well known that rated officers want to know where they stand. In the new system, as in the old, they can examine their records at the Fantacon.

The proposal has frequently been made that each officer be told the scores he has earned on his efficiency reports. Studies have disclosed that the dissemination of such information would be undesirable because it would provide (at considerable expense) incomplete information which by itself is not significant, and which is highly susceptible to misinterpretation. This is not to say that scored efficiency reports are not of some value in evaluating an individual officer. If the user bears in mind the limitations of the information and does not ascribe to it a degree of validity it does not possess, it is useful as one of the elements in the over-all analysis of the officer's complete record. Unless a person is familiar with the system and is prepared to spend considerable time in thoroughly perusing the entire record, the knowledge of a score can be misleading. It is like asking a doctor for the patient's blood pressure reading as an indicator of general health.

HOW SHOULD DA REVIEW OR "SPLIT"?

In the current system every efficiency report is monitored for administrative correctness at Department of the Army. Inconsistent, inaccurate or thoughtless reports are returned for correction. This has proved necessary and desirable, and will be continued. The monitoring system is effective, resulting in considerable improvement as "the word" has spread. The increasing effectiveness of the reviewing officer has been attributed in no small measure to the indoctrination which this administrative practice disseminates throughout the Army.

To help insure that reports qualitatively differentiate between officers, the Pentagon will monitor reports. Several methods have been considered. One proposal is that DA return a report if the evaluations are inadequate to substantiate the rating. This violates an objective to decentralize those actions that can be performed at a lower headquarters and administratively is unfeasible. Another proposal is to monitor scores by rank within a command so as to have timely information in event of an undesirable trend. The Pentagon visualizes a letter from DA to the commander informing him of the average of his command and, if necessary, commenting on how it compares with the quality of officers assigned to him. It would also direct that rating officials be instructed to bring future reports back in line. The normal expectation is that, if such a directive bears the proper tone of forcefulness, more effective judgment will be exerted. In fact, it is reasonable to expect that the whole tenor of ratings throughout the Army will show considerable improvement. Such a result will be achieved because each officer will recognize that there is a referee to insure that everyone else is playing the game.

SHOULD RATING OFFICIALS MAKE INDEPENDENT RATINGS, AND SHOULD THEY BE MADE ACCOUNTABLE?

The new system continues the previous policy of insuring independent evaluations by rater and indorser. Lacking such independence, it would be logical to eliminate the rater from the system in favor of the indorser or reviewer. However, when a report obviously is inconsistent, inaccurate, or otherwise faulty, the indorser may return it to the rater for reconsideration. (Or it may be returned by the reviewer to the rater or indorser.) When a rater or indorser knows he will be judged by the accuracy and objectivity of his ratings, he is inclined to give this task the attention it deserves.

There is a modification of the old procedure whereby the rater and indorser will be required to justify unusually high or low ratings. In the narrative section, raters and indorsers must clearly state their awareness that they are awarding the highest or lowest ratings, and

why they are doing so. The integrity of independent evaluations will be respected, but reports may be returned for substantiation, clarification, or additional information.

HOW SHOULD RATERS BE TRAINED?

The matter of arriving at ratings that validly reflect the differences among officers and that yield a reasonable distribution of scores is largely one of training and supervision. When the Regular Army Augmentation Board concluded its mission in 1957, it reported: "Every member of the Board felt that he had profited greatly from the opportunity to study the many efficiency reports and expressed the view that he would be better prepared to make out reports in the future." If senior colonels feel this way, certainly all officers can benefit from specific instruction in the principles and methods of efficiency reporting.

Troop schools and service schools are the media best suited to training large numbers of officers. However, there is a surprisingly large group who are not conveniently available for formal training courses, such as those attending civilian schools. Accordingly, we must set to their individual instruction.

Unfortunately, there is no single or simple solution to the problem of rater training for a corps of more than 100,000 officers of all ranks and degrees of experience, who are scattered all over the world. The method adopted by the Department of the Army is to publish detailed guides and a directive for wide dissemination. Each commander then uses his local resources to impart the necessary instruction.

When the new system takes effect in September, the ultimate test of its soundness will begin. Elements of the system have, of course, been field-tested, but this is never the same as playing for keeps. Only on the day when rating officials sit down to record their evaluations on Form 67-5 will the shakedown cruise be under way. Every rater, endorser, and reviewing officer will bear his share of the responsibility for the success of the mission. If the system is good, they will have helped to prove that vital fact. It should be remembered, above all, that even the best system (which this is believed to be) cannot be fully effective without the understanding and conscientious support of everyone.

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READ CAREFULLY REFERENCED SECTION IN AR 623-105 BEFORE ATTEMPTING TO FILL OUT ANY ITEM

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PART I - PERSONAL DATA (Read Section IV, AR 623-105)

1. LAST NAME - FIRST NAME - MIDDLE INITIAL			2. SERVICE NUMBER	3. GRADE	4. DATE OF RANK	5. BRANCH BASIC	6. INITIAL APMT DETAIL
7. UNIT, ORGANIZATION, STATION AND MAJOR COMMAND							

PART II - REPORTING PERIOD AND DUTY DATA (Read Sections IV and V, AR 623-105)

8. PERIOD COVERED			9. REASON FOR RENDERING REPORT (Check)			10. REPORT BASED ON (Check)	RATER	INDORSER
			FROM TO			ANNUAL	DAILY CONTACT	
DAY	MONTH	YEAR	DAY	MONTH	YEAR	CHANGE OF RATER	FREQUENT OBSERVATION	
DUTY DAYS			OTHER DAYS			PCS RATEO OFFICER	INFREQUENT OBSERVATION	
						CHANGE OF DUTY FOR RATED OFFICER	RECORDS AND REPORTS	
						OTHER (Specify)	OTHER (Specify)	

DUTY ASSIGNMENT FOR RATED PERIOD

11. PRINCIPAL DUTY	12. DUTY MOS _____	13. AUTH GRADE _____
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14. MAJOR ADDITIONAL DUTIES

PART III - MANNER OF PERFORMANCE (Read paragraph 21c, AR 623-105)

15. RATER

16. INDORSER

I AM UNABLE TO EVALUATE THIS OFFICER FOR THE FOLLOWING REASON:

RATED OFFICERS NAME AND SERVICE NUMBER							
PART IV - PERSONAL QUALITIES (Read paragraph 21d, AR 623-105)						PART V - APPRAISAL OF QUALIFICATIONS (Read paragraph 21e, AR 623-105)	
LEGEND	DEGREE	INADEQUATE	MARGINAL	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXEMPLARY
		NUMBER	.0	.1	.2	.3	.4
RATER	INDORSER	<p>a. ADAPTABILITY (Adjusts to new or changing situations & stress; bears up under pressure)</p> <p>b. AMBITION (Seeks and welcomes additional and more important responsibilities)</p> <p>c. APPEARANCE (Possesses military bearing and is neat, smart, and well-groomed)</p> <p>d. COOPERATION (Works in harmony with others as a team member)</p> <p>e. DEPENDABILITY (Consistently accomplishes desired actions with minimum supervision)</p> <p>f. ENTHUSIASM (Motivates others by his zeal)</p> <p>g. EXPRESSION (Expresses himself clearly and concisely both orally and in writing)</p> <p>h. FORCE (Executes actions vigorously)</p> <p>i. INGENUITY (Finds solutions to problems regardless of obstacles)</p> <p>j. INITIATIVE (Takes necessary and appropriate action on his own)</p> <p>k. INTELLIGENCE (Acquires knowledge and grasps concepts readily)</p> <p>l. JUDGEMENT (Thinks logically and makes practical decisions)</p> <p>m. LOYALTY (Renders faithful and willing support to superiors and subordinates)</p> <p>n. MORAL COURAGE (Intellectual honesty, willingness to stand up and be counted)</p> <p>o. SELF-DISCIPLINE (Conducts himself in accordance with accepted standards)</p> <p>p. SELF-IMPROVEMENT (Takes action to improve himself)</p> <p>q. SOCIABILITY (Participates freely and easily in social and community activities)</p> <p>r. STAMINA (Performs successfully under protracted physical and mental stress)</p> <p>s. TACT (Says or does what is appropriate without giving unnecessary offense)</p> <p>t. UNDERSTANDING (Appreciation of another person's viewpoint)</p>					
		SCORE					
						d. SPECIAL STAFF RATER (Specify)	
						e. SPECIALIST RATER (Specify)	
						f. WITH OTHER US FORCES OR AGENCIES	
						g. WITH FOREIGN FORCES OR GOVERNMENTS	
						h. INSTRUCTOR	
						i. WITH RESERVE COMPONENTS	
PART VI - OVERALL DEMONSTRATED PERFORMANCE AND ESTIMATED POTENTIAL (Read paragraphs 21f and 21g, AR 623-105)							
RATING	EXPECTED DISTRIBUTION OF 100 OFFICERS RATED			OVERALL DEMONSTRATED PERFORMANCE (1)		ESTIMATED POTENTIAL (2)	
				RATER	VALUE	INDORSER	RATER
a. OUTSTANDING				*	100	*	10
b. EXCEPTIONAL				*	90	*	9
c. SUPERIOR					80		8
d. EXCELLENT					70		7
e. EFFECTIVE					60		6
f. MARGINAL					50		5
g. INADEQUATE					40		4
					30		3
				*	20	*	2
				*	10	*	1
SCORE							
PART VII - NUMERICAL VALUE (Read paragraph 21h, AR 623-105) (Scores to be entered by rater and indorser, and verified by a personnel officer)		PART VIII - AUTHENTICATION (Read paragraph 21i, AR 623-105)					
SCORES		TYPED NAME, GRADE, BRANCH, SERVICE NUMBER, ORGANIZATION, AND DUTY ASSIGNMENT					
RATER		17. SIGNATURE OF RATER					
INDORSER		DATE					
PART IV							
PART VI (1)		18. SIGNATURE OF INDORSER					
PART VI (2)		DATE					
TOTAL		TYPED NAME, GRADE, BRANCH, SERVICE NUMBER, ORGANIZATION, AND DUTY ASSIGNMENT					
COMPOSITE SCORE							
19. REVIEWER (Read Section VI, AR 623-105)		MY REVIEW		<input type="checkbox"/> INDICATES NO FURTHER ACTION			
SIGNATURE OF REVIEWER				<input type="checkbox"/> RESULTS IN ACTION STATED ON CONTINUATION SHEET			
				TYPED NAME, GRADE, BRANCH, SERVICE NUMBER, ORGANIZATION, AND DUTY ASSIGNMENT			
20.		21. DATE ENTERED ON DA FORM 66			22. PERSONNEL OFFICER'S INITIALS		
THIS REPORT HAS _____ INCLOSURES. (Insert "0" if appropriate)							

STATINTL

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REPORT ON THE FITNESS OF OFFICERS

1. NAME (Last, first, middle)	2. GRADE	3. USN(R)	4. DESIGNATOR	5. FILE NUMBER
6. SHIP OR STATION			7. DATE REPORTED PRESENT DUTY STATION	
8. OCCASION FOR REPORT <input type="checkbox"/> PERIODIC <input type="checkbox"/> DETACHMENT OF REPORTING SENIOR <input type="checkbox"/> DETACHMENT OF OFFICER		9. TYPE OF REPORT <input type="checkbox"/> REGULAR <input type="checkbox"/> CON-CURRENT <input type="checkbox"/> SPECIAL		10. PERIOD OF REPORT FROM: _____ TO: _____

11. DUTIES (List principal duties assigned and the number of months during the period for which assigned)

12. EMPLOYMENT OF COMMAND DURING PERIOD OF THIS REPORT

13. REFERENCE HERE AND APPEND ANY COMMENDABLE OR ADVERSE REPORTS ON THIS OFFICER RECEIVED DURING THE PERIOD OF THIS REPORT

14. PERFORMANCE OF DUTIES (Evaluate his performance of duty in comparison with other officers of his grade and approximate length of service)						
DUTY ASSIGNMENT	NOT OBS. OR N.A.	Outstanding performance.	Excellent performance. Frequently demonstrates outstanding performance.	Very good performance. Frequently demonstrates excellent performance.	Satisfactory performance. Basically qualified.	Inadequate performance. He is not qualified. (Adverse)
(a) PRESENT ASSIGNMENT						*
(b) SHIPHANDLING AND SEAMANSHIP						*
(c) AIRMANSHIP						*
(d) COLLATERAL DUTIES						*
(e) AS _____ WATCH OFFICER						*
(f) TECHNICAL SPECIALTY (_____)						*
(g) COMMAND POTENTIAL OR ABILITY						*
(h) ADMINISTRATIVE AND MANAGEMENT ABILITY						*

15. OVERALL EVALUATION: (a) In comparison with other officers of his grade and approximate length of service, how would you designate this officer?
(b) For this report period indicate in (b) how many officers of his grade you have designated in each category of (a).

	NOT OBSERVED	One of the highly outstanding officers I know	A very fine officer of great value to the service	A dependable and typically effective officer	An acceptable officer	Unsatisfactory (Adverse)
(a)						*
(b)						*

16. DESIRABILITY: Considering (1) the possible requirements of war and peace, (2) this officer's professional and technical competence, and (3) the adaptability of this officer to the varying conditions of naval service, indicate your attitude toward having this officer under your command in the following types of assignments:

	NOT OBSERVED	Particularly desire	Prefer to must	Pleased to have	Satisfied to have	Prefer not to have (Adverse)
(a) OPERATIONAL						*
(b) STAFF OR ADMINISTRATIVE						*
(c) FOREIGN DUTY						*

17. ENTRIES ON THIS REPORT ARE BASED ON (Check appropriate box)

 DAILY CONTACT AND CLOSE OBSERVATION FREQUENT OBSERVATION INFREQUENT OBSERVATION RECORDS AND REPORTS ONLY

18. FOR FUTURE ASSIGNMENTS:

Based on your observations, for what type of duty do you consider him best qualified for his next assignment at sea and shore?

SEA _____ SHORE _____

Comment, if appropriate

19. NAME, GRADE, FILE NUMBER, DESIGNATOR AND OFFICIAL TITLE OF REPORTING SENIOR.

FITNESS REPORT RECEIPT

6. SHIP OR STATION	7. DATE REPORTED PRESENT DUTY STATION
8. OCCASION FOR REPORT <input type="checkbox"/> PERIODIC <input type="checkbox"/> DETACHMENT OF REPORTING SENIOR <input type="checkbox"/> DETACHMENT OF OFFICER	
9. TYPE OF REPORT <input type="checkbox"/> REGULAR <input type="checkbox"/> CON-CURRENT <input type="checkbox"/> SPECIAL	
10. PERIOD OF REPORT FROM: _____ TO: _____	

(Enter below: Grade, Name, File No./Designator and Address to which this receipt is to be returned.)

20. LEADERSHIP: In comparison with other officers of his grade and approximate length of duty assignment, to what degree has this officer exhibited the following qualities of leadership?

<u>DEFINITIONS</u>		<u>NOT OBSERVED</u>	<u>1 OUT OF 100 OUTSTANDING</u>	<u>EXCEPTIONAL</u>	<u>SUPERIOR</u>	<u>EXCELLENT</u>	<u>ACCEPTABLE</u>	<u>MARGINAL</u>	<u>UNSATISFACTORY</u> (Adverse)
<u>OUTSTANDING</u>	- <u>ONE out of 100</u> - Exceeds All others	<u>ACCEPTABLE</u>	- <u>BELOW</u> the majority						
<u>EXCEPTIONAL</u>	- <u>One of the next top FEW</u> - Extraordinary	<u>MARGINAL</u>	- Barely satisfactory						
<u>SUPERIOR</u>	- <u>ABOVE</u> the great MAJORITY	<u>UNSATISFACTORY</u>							
<u>EXCELLENT</u>	- <u>EQUAL</u> to the majority								
(a) PROFESSIONAL KNOWLEDGE (Comprehension of all aspects of the profession)									
(b) MORAL COURAGE (To do what he ought to do regardless of consequences to himself)									
(c) LOYALTY (His faithfulness and allegiance to his shipmates, his command, the service and the nation)									
(d) FORCE (The positive and enthusiastic manner with which he fulfills his responsibilities)									
(e) INITIATIVE (His willingness to seek out and accept responsibility)									
(f) INDUSTRY (The zeal exhibited and energy applied in the performance of his duties)									
(g) IMAGINATION (Resourcefulness, creativeness, and capacity to plan constructively)									
(h) JUDGMENT (His ability to develop correct and logical conclusions)									
(i) RELIABILITY (The dependability and thoroughness exhibited in meeting responsibilities)									
(j) COOPERATION (His ability and willingness to work in harmony with others)									
(k) PERSONAL BEHAVIOR (His demeanor, disposition, sociability and sobriety)									
(l) MILITARY BEARING (His military carriage, correctness of uniform, smartness of appearance and physical fitness)									
(m) SELF-EXPRESSION (ORAL) (His ability to express himself orally)									
(n) SELF-EXPRESSION (WRITTEN) (His ability to express himself in writing)									

21. COMMENTS: (Reporting seniors are encouraged to discuss this report with the officer, but not necessarily show it.)

- (a) Make comments regarding any strengths, special accomplishments, contributions to the Naval and National service, or minor weaknesses. (Minor weaknesses must be discussed with the officer)

Have minor weaknesses been discussed with officer? YES NO NOT APPLICABLE

(b) ADVERSE COMMENTS, if any. Comments in this section are mandatory for adverse or unsatisfactory marks in section 14, 15, 16 and 20. Reports containing adverse matter must be referred for statement pursuant to Art. 1701.8, Navy Regulations. Statement of officer must be attached to this report. (Marks in starred () boxes are adverse.)

Has officer seen this report? YES NO

(c) What has been the trend of his performance since FIRST REPORT IMPROVING CONSISTENT DECLINING
your last report?

22. DATE FORWARDED	SIGNATURE OF REPORTING SENIOR
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23. CONCURRENT REPORT: DATE FORWARDED	SIGNATURE OF REGULAR REPORTING SENIOR
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BUPERSINST 1611.12
4 April 1962

BUREAU OF NAVAL PERSONNEL

(e) All erasures and deletions on the report of fitness form which may affect the evaluation of the officer must be initialed by the reporting senior to validate the report for acceptance by the Chief of Naval Personnel.

(f) Detailed explanation of form sections--

1. Sections 1 through 5. Self-explanatory.

2. Section 6. Indicate the full name and designation of ship, station, or other command to which attached. In the case of concurrent reports, it will be the ship, station, or other command at which the concurrent duties were performed.

3. Section 7. Indicate actual date of reporting to ship, station, or other command as shown by endorsement on orders.

4. Section 8. Self-explanatory. (If a "Delegated Reporting Senior" is reassigned within a command, the occasion for completion of reports involved will be reported as "Detachment of Reporting Senior." If an officer who is being reported on by a "Delegated Reporting Senior" is reassigned within a command, the occasion for his report will be "Detachment of Officer.") If "Type of Report," Section 9, is "Special", section 8 need not be completed; however, the specific occasion for the report must be stated in section 21.

5. Section 9

a. Regular.--A report completed annually (or semiannually, as appropriate) or upon the detachment of the officer or the regular reporting senior for every officer who has reported for duty, temporary duty, duty under treatment, duty under instruction, or active duty for training. When such orders direct the officer to report to several superiors, the first superior listed in the orders, unless otherwise specified, shall be the regular reporting senior. When a naval air reserve unit or selected reserve crew reports as a unit for active duty for training, the commanding officer of the unit or crew will be the regular reporting senior. The commanding officer of the activity to which the unit or crew is ordered to report will be the regular reporting senior for the commanding officer of the aforementioned unit or crew.

b. Concurrent.--A report completed by any reporting senior, other than the regular reporting senior, under whose immediate command or control the officer has performed significant duties. Such reports shall be forwarded via the regular reporting senior for

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signature in order that he may be kept informed regarding this aspect of the performance of this officer assigned to him for duty. Concurrent reports are considered desirable when the officer cannot be observed over an extended period of time by his regular reporting senior, or when he is under the operational, management, or technical control of another command, bureau, board, or office of the Navy Department. Concurrent reports may be requested from other commands to assist in completing regular reports. Normally, concurrent reports should be completed on the prescribed form in order to provide better correlation with other reports of fitness in the officer's record. However, reports covering brief periods or single incidents may be made in letter form to the Chief of Naval Personnel via the regular reporting senior. The submission of concurrent reports does not alter the requirement that regular reporting seniors submit regular reports covering all periods.

c. Special.--A report submitted on the occasions prescribed in Article 1701.5, U.S. Navy Regulations, or when specifically requested by the Chief of Naval Personnel. Special reports shall not be submitted incidental to consideration for promotion unless requested by a selection board through the Chief of Naval Personnel. The submission of special reports does not alter the requirement that regular reporting seniors submit regular reports covering all periods.

d. All fitness reports, regular, concurrent, and special are filed chronologically in an officer's record and have relative merit according to their content. In many instances, concurrent reports are the most significant ones in an officer's record.

6. Section 10. For regular reports, the period commences with the date following the terminal date of the last regular report and ends with the date of the occasion for the report. Elapsed time between permanent duty or temporary duty stations (in transit, on leave) shall be included in the period of the report and explained in section 11. The period of a concurrent report need not necessarily open with the date following the terminal date of the last concurrent report except in instances where the working relationship is a constant one.

7. Section 11. List principal duties assigned, including watches, and indicate in parentheses after each the number of months during the reporting period so assigned. Always list primary duty first. If an assignment is in other than a regular Navy billet, or involves duties not generally well established, or duties involving close contact and joint effort with officers of other services, foreign nations, or higher echelons of the U.S. Government, give outline of purpose, scope, and significance of such duties. If necessary, use separate 8" x 10 $\frac{1}{2}$ " sheet.

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sign, and attach to the report form. In view of the permanent nature of an officer's record, extreme abbreviations, particularly those locally developed or of a transitory nature, should not be used in describing an officer's duties. For concurrent reports, the working relationship on which the report is based must be clearly defined under this section.

8. Section 12. In order that the report may properly reflect the experience gained by the officer during the period covered, indicate the nature of operations engaged in. Indicate fleet or force to which attached or operating with. In cases of independent commands or units (i.e., carrier air groups, mobile boat pools, CB detachments, etc.) also indicate ship or station to which attached.

9. Section 13. Matter referenced in this section must be appended to the report of fitness. Refer to material which pertains to commendatory or adverse performance. Letters and messages which pertain to the command generally, should not be referenced and appended unless the officer reported on is especially connected with the subject matter, and then his connection should be specifically indicated, either by a memorandum attached to the reference or by comment in section 21. Communications reflecting only routine performance should not be attached. This type of enclosure is of no value to the record and makes it difficult to review. Classified letters and messages should not be referenced or attached unless it is impracticable to paraphrase that portion pertinent to the fitness report. The referencing and attachment of material requesting detachment of officers for disciplinary reasons or unsatisfactory performance is not required; however, appropriate comment should be made in section 21(b). Letters of censure or other nonjudicial punishment shall not be referenced in this section and appended to the report unless they reflect that no appeal will be made or that the officer's appeal has been resolved adversely to him. Formal investigations which will become a matter of record in the Navy Department and intelligence reports shall not be referenced in this section or appended to the report. The issuance of nonpunitive letters of censure or reports of action taken pursuant to paragraph 128(c), Manual for Courts-Martial, United States, shall not be referenced in this section or appended to the report. Performance of duty or facts upon which the above are based may properly be mentioned in section 21.

10. Section 14

a. The mark assigned in "Present Assignment" represents the overall performance of the officer and reflects the degree of professional qualification attained in the duties listed in section 11 during

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the period reported. Other marks assigned in this section should, in combination, substantiate the mark assigned in "Present Assignment." The descriptive statements define the rating scale and are subdivided into two marking boxes consistent with the high and low direction of each category.

b. The mark in "Shiphandling and Seamanship" should reflect the degree of attainment of proficiency in all aspects of shiphandling and seamanship.

c. The mark in "Airmanship" relates to the officer's overall ability as an airman in the actual control of aircraft and his leadership and judgment in the tactical/operational employment of aircraft and weapons systems.

d. The mark in "Collateral Duties" should reflect the manner in which the officer performs all secondary or collateral duties indicated in section 11. Unusual performance in any one of such duties may be commented on in section 21.

e. If the officer is assigned to a particular watch, this watch will be identified in the space provided and the manner of his performance reflected in the marking area.

f. If an officer has a technical specialty for which he has received formal schooling or accorded formal recognition, this specialty should be identified and his displayed proficiency in the area evaluated and marked accordingly. It is not intended that a specialty clearly identified by the officer's designator (section 4) and a major requirement for his primary duty be evaluated separately under "Technical Specialty." However, it is intended that other specialties such as communications, electronics, pediatrics, orthodontist, metallurgy, metrology, nuclear physics, etc., attained as the result of formal training or otherwise accorded formal recognition be reflected under "Technical Specialty."

g. The mark in "Command Potential or Ability" should reflect displayed ability in a position of command responsibility or the reporting senior's estimate of the officer's potential for command positions.

h. The mark in "Administrative and Management Ability" should not only reflect observed performance in this area but also take into consideration the reporting senior's estimation of the officer's potential for further development in this area.

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11. Section 15.--Overall Evaluation

- a. Item (a) reflects the reporting senior's overall professional estimate of the officer reported on. In arriving at the mark in (a), the reporting senior will compare each officer within a particular category with the mental image he has of what this particular category (line, medical, dental, supply, etc.) of officer should measure up to; taking into consideration approximate length of service.
- b. The (b) portion of this section requires a complete summary of all officers of the same grade (regardless of corps, designator, length of service) for whom reports are completed at the same time. Therefore, it is necessary to first mark all officers of the same grade in the (a) portion and then tabulate all marks so assigned to arrive at the (b) portion.
- c. Item (a) will contain one "X" in the appropriate block for the officer reported on and item (b) will reflect the numeric totals of all marks assigned in each block of (a) for all officers of the same grade. The (b) portion of this section should contain the same figures on each report completed for a particular period for all officers of the same grade and should, when combined, equal the total number of officers in this grade reported on by the reporting senior as of the terminal date of the period included in the reports.
- d. In cases such as detachment of the officer reported on, item (b) may indicate only a single evaluation.

e. Item (b) will reflect to some extent the marking standards of the reporting senior to anyone reviewing the fitness reports. Marks in blocks below the highest in other sections of the report may result in greater credit to the officer reported on than marks in the highest blocks when supported by figures in item (b) which indicate that the reporting senior has made an effort to obtain an objective spread in his evaluations. On the other hand, a reporting senior marking an excessively large number of officers of the same grade in the highest blocks should realize that the summary in item (b) will reflect this fact and detract from such superlative marks unless this departure from the normal pattern is adequately justified in the remarks section of each report involved.

12. Section 16.--Desirability

- a. The marks assigned in this section reflect the reporting senior's estimate of the officer's capabilities in the three types of assignment indicated.

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b. This section has been subdivided into three areas, with provision for "not observed" in each, in recognition of the fact that the services of all officers are not necessarily equally desirable in each. A mark must be assigned in each subdivision.

13. Section 17.--The reporting senior should indicate in this section the basis upon which the evaluation in the report is made. An "X" should be inserted in only one block of this section. It is considered that the first three bases for evaluation include consideration given to records and reports; accordingly, the "Records and Reports Only" block should not be marked except in those instances where no other basis exists for reaching an evaluation of the performance of the officer reported on.

14. Section 18.--This section is designed to afford the reporting senior an opportunity to assist materially the Chief of Naval Personnel in making future assignments of the officer reported on. Note briefly the type of billet and type of activity, ship, or squadron in which your observations indicate the officer reported on is best qualified to serve at sea and ashore. This section is not intended to reflect the desires of the officer reported on for future assignment, but rather the considered opinion of the reporting senior as to where this officer's services will best serve the needs of the Navy. Enter "not observed" if appropriate but do not leave this section blank. Space is provided for comments regarding future assignments when deemed desirable.

15. Section 19

a. Enter in this section the name, grade, file number, designator, and official title of the reporting senior.

b. Reference the Chief of Naval Personnel's letter of approval in those instances where the reporting senior is one to whom delegation of authority has been made in accordance with paragraph (4)(d) above.

c. When the next senior in the chain of command completes a report in lieu of the regular reporting senior, the notation "NSIC" will be made after other required entries to indicate "next senior in chain of command in accordance with paragraph (4)(e) or (4)(f) of this Instruction."

16. Section 20.--Leadership. Place "X" in appropriate block under each quality description. The definition of the highest marking block in the rating scale, "1 out of 100 - Exceeds ALL others," is used as a figure of speech and should not be interpreted as a

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statistical definition of the marking category. A mark in this block indicates that the officer is considered to be the "rarest of the jewels" amongst the many top-notch officers of the Navy.

17. Section 21. Comments

a. "Comments" section is subdivided to permit the reporting senior to differentiate between minor weaknesses and adverse performance. This will preclude misinterpretation of the reporting senior's intent by selection boards and others making official use of an officer's record. If minor weaknesses are commented on in section 21(a), they must be discussed with the officer in an attempt to encourage improvement. If minor weaknesses have been included in the comments but not discussed with the officer, the reasons therefor must be included in the comments. If no minor weaknesses have been included in the report, the "Not Applicable" block shall be marked. The reporting senior must use his best judgment in distinguishing between minor weaknesses and serious deficiencies in lack of judgment, ability, leadership, character, or performance which must be commented on in section 21(b). Any comment that the reporting senior considers adverse in nature must be reported in section 21(b) and the report referred to the officer reported on for statement pursuant to Article 1701.8, U.S. Navy Regulations. The officer's signed statement, even though it be to the effect "I do not desire to make a statement," with the reporting senior's endorsement must be attached to the report. Comments are mandatory in section 21(b) in support of adverse marks in sections 14, 15, 16, and 20.

b. In selection for promotion and assignment to duty, considerable weight and reliance are placed on the remarks made in this section. Accordingly, every effort must be made to present any relevant facts which make the report a complete and comprehensive evaluation. The comments will substantiate and must be consistent with marks assigned in other portions of the report. Comments may be made regarding references in section 13. The restrictions applying to section 13 relating to letters of censure or other nonjudicial punishment, and nonpunitive letters of censure issued under paragraph 128(c), Manual for Courts-Martial, United States, are equally applicable to this section. Performance of duty or facts upon which the above are based may properly be mentioned in this section.

c. Stereotyped comments may be harmful to the officer reported on and should be avoided. Each remark should be descriptive of the individual reported on. In most instances, cryptic language similar to that found in messages and speedletters is more desirable than lengthy statements of explanation. Statements in this section should

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be specific, not general. Items appropriate for this section include: marks received on various inspections, i.e., administrative, material, operational readiness, and underway training; special projects completed; useful suggestions and recommendations advanced; noteworthy efforts toward self improvement and good public relations. In addition, reporting seniors must insure that any new qualifications established by the officer during the reporting period are mentioned in fitness reports. Pertinent comments such as "qualified as OOD underway on 6-1-61" or "qualified as Gunnery Officer of DD on 8-1-61" should be included where applicable to insure completeness of the records as well as to assist a Naval Examining Board in establishing the professional qualification of officers selected for promotion.

d. It is essential that, in any assignment to duty where close contact and joint effort with officers of other services, foreign nations, and higher echelons of our government may be entailed, proper notation of such assignment be made in each fitness report of the officer concerned. Not only shall the officer's performance of duty in such joint effort be recorded, but careful delineation shall be made of the circumstances of the joint effort concerned. Experience encountered, either as collateral or part of primary duties, must be noted in the fitness report, in order that an officer's experience, as well as performance, in any such duties be accorded due recognition by future selection boards.

e. Ample space has been provided under section 21(a) for sufficient comments to complete the average report. However, in the interest of reducing the number of attachments to fitness reports, comments normally submitted on a continuation sheet may be continued in section 21(b) if properly identified and this space is not otherwise required.

f. The appropriate block following the question "Has officer seen this report?" will be marked with an "X" on each fitness report submitted.

g. The appropriate block in section 21(c) will be marked on each report. This section is included in the form in order to insure that the reporting senior compares each report with his retained worksheet of the preceding report and accordingly reflects the trend of performance desired in the report being prepared. Where the trend of performance is declining, the circumstances must have been discussed with the officer reported on.

h. If a report referred to an officer for statement is not returned to the reporting senior within a reasonable period of time, the

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reporting senior shall forward a signed duplicate report to the Chief of Naval Personnel with explanation of the circumstances. The officer reported on should be informed when this is done. If the officer on whom an adverse report is made has been detached, the report shall be forwarded to him direct and not via the new reporting senior except when the officer has been hospitalized. If the address of the officer reported on is not known, forward the report to the Chief of Naval Personnel for referral.

18. Section 22

a. In view of the reduction in administrative workload resulting from annual report submissions for senior officers plus the staggered reporting dates, reporting seniors should be able to anticipate report requirements sufficiently to insure submission immediately following the terminal date of each report. Concurrent reporting seniors should expedite the submission of reports via the regular reporting senior in order that he may insure complete evaluation of all facets of each officer's performance during any given period. Submission of regular reports should not be delayed pending receipt of concurrent reports, the outcome of boards of investigation, etc.

b. The report must be signed in ink by the reporting senior. Reports signed "for", "by direction", with a facsimile stamp, or by an officer junior to the officer reported on are not acceptable. Reports should not be signed by an "acting" commanding officer during the temporary absence of the commanding officer unless he has formally relieved him of command and then only if he has been so acting for the entire period being reported.

19. Section 23.--The signature of the regular reporting senior and date shall be entered in this section on all concurrent reports prior to forwarding such reports to the Chief of Naval Personnel. The reporting senior's signature in this section indicates merely that he has seen and noted the report. It is in no way considered to denote concurrence or nonconcurrence on the part of the regular reporting senior since the regular report submitted by him will contain his evaluation of the officer concerned.

(8) Submission

(a) Reports of fitness are considered and treated as private official and shall be forwarded in double envelopes. The outer envelope

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will be addressed to the Chief of Naval Personnel (Fitness Report Branch), and the inner envelope will be marked "Report of Fitness, For Official Use Only." If necessary to make reference to classified information in a report of fitness, the instructions promulgated in the U.S. Navy Security Manual for Classified Information apply.

(b) Copies of letters, citations, etc., intended to be transmitted as a part of the report shall be securely fastened thereto. One certified copy of the original of each paper attached is sufficient. Notation shall be made on each paper of the name and file number of the officer and the period of the report of fitness to which applicable. Only correspondence or other communications directly related to the report submitted shall be placed in the envelope with the report of fitness.

(c) If more space is needed for remarks in any section of the report, the remarks shall be continued on a sheet of 8" x 10 $\frac{1}{2}$ " plain white bond paper. Notation shall be made on each continuation sheet of the name and file number of the officer reported on, and the period of the report to which applicable. All continuation sheets must be signed by the reporting senior.

(9) Receipt Form. The tear-off receipt form has been designed to assist individual officers in determining whether all fitness reports due them have been received by the Chief of Naval Personnel. The receipt form will be completed by entering in sections 6 through 10 the data entered in the corresponding sections of the report form itself. The officer reported on will enter his grade, name, file number, designator, and the mailing address to which he wishes the receipt returned. Upon receipt of the fitness report in the Bureau of Naval Personnel, the receipt form will be appropriately stamped, placed in a window envelope and returned to the officer concerned for his personal file. To insure continuity of their fitness report jackets, officers should review the dates in section 10 of the receipt form to see that a "regular" report of fitness is submitted to cover all periods. Concurrent and special reports are not considered for continuity of record. Should an officer fail to receive a receipt within 90 days after a regular report was due, he may direct inquiry to the Chief of Naval Personnel.

Approved For Release 2002/01/10 : CIA-RDP78-03578A00050100006-9
READ CAREFULLY REFERENCED SECTION IN AR 623-105 BEFORE ATTEMPTING TO FILL OUT ANY ITEM

PART I - PERSONAL DATA (Read Section IV, AR 623-105)

1. LAST NAME - FIRST NAME - MIDDLE INITIAL				2. SERVICE NUMBER	3. GRADE	4. DATE OF RANK	5. BRANCH	6. INIT RA APMT
							BASIC	DETAIL
7. UNIT, ORGANIZATION, STATION AND MAJOR COMMAND								

PART II - REPORTING PERIOD AND DUTY DATA (Read Sections IV and V, AR 623-105)

8. PERIOD COVERED						9. REASDN FOR RENDERING REPRT (Check)	10. REPORT BASED ON (Check)	RATER	INDORSER
FROM			TO			ANNUAL	DAILY CONTACT		
DAY	MONTH	YEAR	DAY	MONTH	YEAR	CHANGE OF RATER	FREQUENT OBSERVATION		
DUTY DAYS			OTHER DAYS			PCS RATED OFFICER	INFREQUENT OBSERVATION		
						CHANGE OF DUTY FOR RATED OFFICER	RECORDS AND REPORTS		
						OTHER (Specify)	OTHER (Specify)		

DUTY ASSIGNMENT FOR RATED PERIOD

11. PRINCIPAL DUTY 12. DUTY
MOS _____ 13. AUTH
GRADE _____

14. MAJOR ADDITIONAL DUTIES

PART III - MANNER OF PERFORMANCE (Read paragraph 21c, AR 623-105)

15. RATER

16. INDORSER

I AM UNABLE TO EVALUATE THIS OFFICER FOR THE FOLLOWING REASON:

RATED OFFICERS NAME AND SERVICE NUMBER									
PART IV - PERSONAL QUALITIES (Read paragraph 21d, AR 623-105)						PART V - APPRAISAL OF QUALIFICATIONS (Read paragraph 21e, AR 623-105)			
LEGEND	DEGREE	INADEQUATE	MARGINAL	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXEMPLARY		
	NUMBER	.0	.1	.2	.3	.4	.5		
RATER	INDORSER	a. ADAPTABILITY (Adjustes to new or changing situations & stresses; bears up under pressure)					d. COMMAND A TACTICAL UNIT		
.	.	b. AMBITION (Seeks and welcomes additional and more important responsibilities)					b. COMD NON-TACTICAL UNIT		
.	.	c. APPEARANCE (Possesses military bearing and is neat, smart, and well-groomed)					c. STAFF		
.	.	d. COOPERATION (Works in harmony with others as a team member)					PERSONNEL () ()		
.	.	e. DEPENDABILITY (Consistently accomplishes desired actions with minimum supervision)					UNIT (U) INTEL. () ()		
.	.	f. ENTHUSIASM (Motivates others by his zeal)					GENERAL (G) OPERATIONS () ()		
.	.	g. EXPRESSION (Expresses himself clearly and concisely both orally and in writing)					OR LOGISTICS () ()		
.	.	h. FORCE (Executes actions vigorously)					JOINT (J) R & D () ()		
.	.	i. INGENUITY (Finds solutions to problems regardless of obstacles)					COMPT () ()		
.	.	j. INITIATIVE (Takes necessary and appropriate action on his own)					d. SPECIAL STAFF RATER (Specify)		
.	.	k. INTELLIGENCE (Acquires knowledge and grasps concepts readily)					INDORSER (Specify)		
.	.	l. JUDGEMENT (Thinks logically and makes practical decisions)					e. SPECIALIST RATER (Specify)		
.	.	m. LOYALTY (Renders faithful and willing support to superiors and subordinates)					INDORSER (Specify)		
.	.	n. MORAL COURAGE (Intellectual honesty, willingness to stand up and be counted)					f. WITH OTHER US FORCES OR AGENCIES		
.	.	o. SELF-DISCIPLINE (Conducts himself in accordance with accepted standards)					g. WITH FOREIGN FORCES OR GOVERNMENTS		
.	.	p. SELF-IMPROVEMENT (Takes action to improve himself)					h. INSTRUCTOR		
.	.	q. SOCIABILITY (Participates freely and easily in social and community activities)					i. WITH RESERVE COMPONENTS		
.	.	r. STAMINA (Performs successfully under prolonged physical and mental stress)							
.	.	s. TACT (Says or does what is appropriate without giving unnecessary offense)							
.	.	t. UNDERSTANDING (Appreciation of another person's viewpoint)							
← SCORE									
PART VI - OVERALL DEMONSTRATED PERFORMANCE AND ESTIMATED POTENTIAL (Read paragraphs 21f and 21g, AR 623-105)									
RATING	EXPECTED DISTRIBUTION OF 100 OFFICERS RATED				OVERALL DEMONSTRATED PERFORMANCE (1)		ESTIMATED POTENTIAL (2)		
					RATER	VALUE	INDORSER	RATER	VALUE
a. OUTSTANDING					*	100	*	10	
b. EXCEPTIONAL					*	90	*	9	
c. SUPERIOR					90			9	
					70			7	
d. EXCELLENT					90			9	
					50			5	
e. EFFECTIVE					90			7	
					30			3	
f. MARGINAL					*	20	*	2	
g. INADEQUATE					*	10	*	1	
SCORE									
PART VII - NUMERICAL VALUE (Read paragraph 21h, AR 623-105) (Scores to be entered by rater and indorser, and verified by a personnel officer)		PART VIII - AUTHENTICATION (Read paragraph 21i, AR 623-105)							
SCORES		17. SIGNATURE OF RATER _____ DATE _____							
PART IV	RATER	INDORSER	18. SIGNATURE OF INDORSER _____ DATE _____						
	TYPED NAME, GRADE, BRANCH, SERVICE NUMBER, ORGANIZATION, AND DUTY ASSIGNMENT								
PART VI (1)	TYPED NAME, GRADE, BRANCH, SERVICE NUMBER, ORGANIZATION, AND DUTY ASSIGNMENT								
PART VI (2)	TYPED NAME, GRADE, BRANCH, SERVICE NUMBER, ORGANIZATION, AND DUTY ASSIGNMENT								
TOTAL	TYPED NAME, GRADE, BRANCH, SERVICE NUMBER, ORGANIZATION, AND DUTY ASSIGNMENT								
COMPOSITE SCORE									
19. REVIEWER (Read Section VI, AR 623-105)		MY REVIEW <input type="checkbox"/> INDICATES NO FURTHER ACTION		<input type="checkbox"/> RESULTS IN ACTION STATED ON CONTINUATION SHEET					
SIGNATURE OF REVIEWER				TYPED NAME, GRADE, BRANCH, SERVICE NUMBER, ORGANIZATION, AND DUTY ASSIGNMENT		DATE			
20.				21. DATE ENTERED ON DA FORM 66		22. PERSONNEL OFFICER'S INITIALS			
THIS REPORT HAS _____ INCLOSURES. (Insert "0" if appropriate)									

INSTRUCTIONS FOR COMPLETING ARMY OFFICER EFFICIENCY REPORTS (OER) -
DA FORM 67-5

SECTION I - GENERAL

1. DA Form 67-5 will be prepared in original only, the report will not be folded nor contain classified information.
2. Items 1 thru 9 will be completed by Army Branch, MMPD.

SECTION II - INSTRUCTIONS FOR RATER AND INDORSER

3. Item 10: Check the appropriate box.
4. Item 11 thru 14: Enter the principal duty and major additional duty performed, if any. If the principal duty title is self explanatory no further comments are required (i.e., company commander, Battle Group commander, S-3, G-3, Ord Off, etc.). In cases where the principal duty title is not self explanatory or the level and magnitude of the assignment is not clearly established when considered in relationship to the unit or organization to which assigned a brief description of duties and responsibilities will be provided.
5. Items 15 and 16: The purpose here is to provide a word picture, in the rater's and indorser's own words, of the rated officer's manner of performance of duties as seen by them during the period of the report. It is important that the comments fully describe the manner in which the rated officer typically carries out his assigned duties and associated responsibilities without reference to what kind of man he is. When scores which denote "Outstanding," "Exceptional," "Marginal," or "Inadequate" performance, are used in Part VI (1), specific justification in support of such entries will be included. The unqualified remark "I concur" will not be used by the indorser since it is not in keeping with the principles of objective reporting based on an independent evaluation.
6. Part IV: The rater and indorser, by use of the numbers .0 through .5, as specified on the efficiency report form, will indicate the degree to which the rated officer has consistently displayed each quality. Since in all cases decimals will be involved, the rater and indorser should exercise due care in computing the total score. When any of the three lowest scores (.0, .1 or .2) are entered for any personal quality an explanation must be entered in part III.
7. Part V:
 - a. Designate, in order of priority, a minimum of four type duties which it is estimated the rated officer, by virtue of demonstrated abilities and capabilities, would be most likely to perform successfully. Indicate these priorities with 1 (duty for which best suited) 2, 3, and 4 respectively. If considered appropriate other duties may also be marked

by continuing the numerical sequence according to priorities (i.e., 5, 6, 7, etc.).

b. In the event the rater or indorser believes that the rated officer could not perform satisfactorily because of limited qualification or is handicapped for a reason (e.g., unsuitability of family) other than current grade, length of service and/or branch of service, in one or more of the duty areas, they will so indicate with an L for such duty assignments. When one or more L's are used, the rating officials must briefly explain in part III the reasons for this estimate.

c. When entries are made in item c, part V, the appropriate level of staff positions selected will be indicated by adding (U) for unit level (G) for General Staff and (J) for Joint, combined and/or unified Staffs, in the parentheses provided.

d. When considered appropriate to designate a special staff position in item d, part V, the rater and indorser will specify the position in the space provided. Special Staff includes all staff positions at a headquarters that are not included in the coordinating staff group. The special staff includes the technical and administrative staff positions, e.g., Quartermaster officer, Transportation officer, Adjutant General, etc. If deemed appropriate by rating officials, the level of position may be indicated in the same manner as provided for in the preceding paragraph.

e. When considered appropriate to designate a specialist position in item e, part V, the rater and indorser will specify the position in the space provided. In general, duty positions in this category pertain to an officer with professional competence acquired by special schooling or extensive experience. Some of the general fields related to such specialization are: Advanced Business Management, Automotive Engineering Chemistry, Economics, Education, Electronics, Guided Missiles, Nuclear Physics, Psychology, and specialized fields within the medical and legal profession. Also related to specialist identification are the assignment areas in the broad fields covered by the U. S. Army Specialist Programs: namely, Army Security, Atomic Energy, Aviation, Civil Affairs, Foreign Area Specialist Training, Information, Intelligence, Logistics, and Research and Development.

8. Part VI:

a. The scored numbers have been provided raters and indorsers to eliminate the most common objection to previous rating forms, that of rating officials commenting that they never knew what numerical evaluation they were giving to the rated officer when they indicated their categorical performance rating. Rater and indorser will enter an X in the appropriate block under overall demonstrated performance and estimated potential.

b. Definition of terms. The following interpretation of terms will be used in the completion of part VI:

(1) Inadequate. This category applies to those officers whose capacities for accepting responsibilities in duties at the same level of command and staff at which serving is limited to a restricted type of duty.

(2) Marginal. This category applies to officers who have serious limitations for greater responsibilities at higher levels of command and staff than the level at which presently serving.

(3) Effective. This categorical rating should be reserved for the officer who has capabilities and potential for assuming greater responsibilities at the present level only.

(4) Excellent. Most of the officers on extended active duty indicate a potential for performance of duties at the next higher level of command or staff. Some, by their display of abilities and qualifications clearly reveal that they could be expected to perform competently and effectively in command and staff assignments at two levels above the one in which they are presently assigned duties. These officers should be scored in the highest of the two numerical brackets for this categorical rating. Those who barely indicate their capacities for greater responsibilities at the next higher level should be marked in the lower bracket.

(5) Superior. This categorical rating appropriately fits the more promising officers who have all the personal and professional abilities and qualifications for much greater responsibilities placed on incumbents in assignments at the next or higher levels of command or staff.

(6) Exceptional. Officers warranting this categorical rating must be one of the very few who possess extraordinary personal qualifications and background which give them great potential for duties with responsibilities at the highest command and staff level.

(7) Outstanding. This description and corresponding score should be given only to the officer whose performance standards in all duty requirements so exceed those of his contemporaries that he can, with justification, be commended singularly as outstanding.

9. Part VII: Will be completed by Army Branch, MMPD

10. Part VIII:

a. Item 17 and 18. Enter date and personal signature. Date will not be prior to the period of report date shown in item 3. When the rater and/or indorser portion is to be completed by a civilian, the individual's typed name, and GS Grade will suffice for the supplemental data required for these items.

b. Item ²⁰ ~~19~~ through 22. Will be completed by Army Branch.

11. If additional space is required for continuation of items 11, 15 and/or 16 by the rating and/or indorsing official, a sample continuation sheet is attached.

SECTION III - SUSPENSE CONTROL OF OER's

12. Officer Efficiency Reports should be completed and returned to this office no later than 30 days after the closing date of the report period. A suspense control follow-up will be made by Army Branch, MMPD.

(15 spaces left margin, 8 spaces right margin)

(7 spaces from top of page)

Officer Efficiency Report (DA Form 67-5)

SMITH, John D., O1 001 001, Captain, SigC
Period 1Feb61 to 31Jan62

*Item #11:

*Item #15:

*Item #16:

(1) (Rater's Signature) (2) (Indorser's Signature)
JACK SMITH GEORGE JONES
GS-14 GS-15

*Omit if not required.

(1) Rater's signature required if Items 11 and 15 are continued on this page.

(2) Indorser's signature required only if Item 16 is continued on this page.

SAMPLE CONTINUATION SHEET - DA Form 67-5

ARMY OFFICER EFFICIENCY REPORTS

INSTRUCTIONS FOR REVIEWING OFFICERS

1. GENERAL INSTRUCTIONS. The reviewing officer has the responsibility of insuring that the efficiency report provides adequate and accurate information concerning manner of performance, qualities, appraisal of qualifications, and an evaluation of overall potential of the rated officer.
2. SPECIFIC INSTRUCTIONS. Item 19, DA Form 67-5. Reviewer will-
 - a. Insure that proper rater-indorser channels have been followed.
 - b. Carefully analyze the rater's and indorser's evaluation of the rated officer from the standpoint of fairness with respect to the interest of the rated officer and the United States Army. Upon receipt of unusual, adverse, or derogatory reports take as many of the following actions as deemed appropriate:
 - (1) Make inquiry as to any unusual circumstances surrounding the rendition of the report.
 - (2) Refer the report to the rating and/or indorsing officer for further comment or clarification, if appropriate. These comments will be attached as inclosures to the report.
 - (3) Initiate action to reassign the rated officer if indicated.
 - c. Insure that any report rated in part VI(1) as "Outstanding", "Exceptional," "Marginal", or "Inadequate" is adequately justified by the rating official in his comments in part III of the report. If in the opinion of the reviewing officer, the comments in part III do not adequately justify any of the above ratings, he should return the report to the proper rating official for further justification. These personal comments of the rating officials will be attached to the report as an inclosure.
 - d. Carefully analyze reports wherein the rating and indorsing officers evaluations reveal a wide difference of opinion. It is not mandatory that the reviewing officer resolve honest differences of opinion revealed by entries made by a rater and an indorser and which are based on independent observation of a rated officer's performance. However, reports with marked inconsistencies in evaluations such as excellent marked by the rater and marginal by the indorser in part VI(1) which are not satisfactorily explained should be referred to the rater and/or indorser, for comment as appropriate. These personal comments of the rating officials will be attached as inclosures to the report. If the efficiency report explains the differences in evaluations, the report need not be referred back to the rater and/or indorser, however, the reviewer will submit his views and/or recommendations.

ARMY OFFICER EFFICIENCY REPORTS

INSTRUCTIONS FOR REVIEWING OFFICERS (Cont'd)

These comments will be attached as inclosures to the report.

- e. Add any additional personal comments he desires to make to protect the interests of the individual and the Government.
- f. Indicate in the appropriate block whether or not further action was required.
- g. Verify his typed name, grade, branch, service number, organization, and duty assignment.
- h. Insure that the exact job title of the reviewing officer is clearly indicated so that the relationship to the indorsing officer is clearly established.
- i. Authenticate and date the report.

OFFICER FITNESS REPORT—U.S. MARINE CORPS

NAVMC 10147-PD (REV. 4-61)

(SUPERSEDES NAVMC 10147-PD (REV. 2-57) WHICH MAY BE USED. ALL OTHER EDITIONS ARE OBSOLETE)

SECTION A

1. _____ (Last name) _____ (First name) _____ (Initial) _____ (Grade) USMC _____ (Service number)

2. ORGANIZATION _____

3. PRIMARY MOS _____ ADDITIONAL MOS'S _____

4. OCCASION FOR REPORT (Check appropriate box)

 SEMIANNUAL DETACHMENT OF OFFICER REPORTED ON
(Enter unit or station to which detached
on line below) CHANGE OF REPORTING
SENIOR CONCURRENT
REPORT OTHER
(Explain on line below)5. PERIOD COVERED: FROM _____ TO _____ MONTHS _____
(Day, month, year) (Day, month, year)

6. PERIODS OF NONAVAILABILITY (30 DAYS OR MORE) (Explain) _____

7. DUTY ASSIGNMENTS DURING PERIOD COVERED: REGULAR (Dates, descriptive title, and duty MOS) _____

ADDITIONAL (Descriptive title and number of months) _____

MARKSMANSHIP QUALIFICATIONS (Lieutenants and Captains) _____

8. WIFE'S ADDRESS _____

9. AGE, RELATIONSHIP OF DEPENDENTS REQUIRING TRANSPORTATION _____

10. OFFICER'S PREFERENCE FOR NEXT ASSIGNMENT (1st choice) _____

(2d choice) _____ (3d choice) _____

(Signature of officer reported on)

(Date)

SECTION B (To be completed by reporting senior)

11. NAME OF REPORTING SENIOR _____ GRADE _____ US _____

12. DUTY ASSIGNMENT _____

13. RECOMMENDATIONS FOR OFFICER'S NEXT DUTY ASSIGNMENT:

14. DURING THE PERIOD COVERED BY THIS REPORT: YES NO If YES in (a), (b), or (c), and a report has NOT been submitted to the CMC, attach separate statement of nature and attendant circumstances. If a report has been submitted to the CMC, reference such report below:

(a) Has the work of this officer been reported on in a commendatory way? (b) Has the work of this officer been reported adversely? (c) Was this officer the subject of any disciplinary action that should be included on his record?

15a. ENTRIES ON THIS REPORT ARE BASED ON (Check appropriate box)

 DAILY CONTACT AND CLOSE OBSERVATION FREQUENT OBSERVATIONS
OF THIS OFFICER'S WORK INFREQUENT OBSERVATIONS
OF THIS OFFICER'S WORK15b. TO BE COMPLETED ON ORGANIZED RESERVE OFFICERS
ATTENDED _____ OF _____ SCHEDULED DRILLS

SECTION C (To be completed in pen and ink by reporting senior)

Considering the officer reported on in comparison with all other officers of the same grade whose professional abilities are known to you personally, indicate your estimate of this officer by marking "X" in the appropriate spaces below.

16. PERFORMANCE OF DUTY (Based on fact)

- (a) REGULAR DUTIES
- (b) ADDITIONAL DUTIES
- (c) ADMINISTRATIVE DUTIES
- (d) HANDLING OFFICERS
- (e) HANDLING ENLISTED PERSONNEL
- (f) TRAINING PERSONNEL
- (g) TACTICAL HANDLING OF TROOPS (Unit appropriate to officer's grade)

	NOT OBSERVED	UNSATISFACTORY	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	OUTSTANDING
(a)							
(b)							
(c)							
(d)							
(e)							
(f)							
(g)							

17. TO WHAT DEGREE HAS HE EXHIBITED THE FOLLOWING?

- (a) ENDURANCE (Physical and mental ability for carrying on under fatiguing conditions)
- (b) PERSONAL APPEARANCE (The trait of habitually appearing neat, smart, and well-groomed in uniform or civilian attire)
- (c) MILITARY PRESENCE (The quality of maintaining appropriate dignity and soldierly bearing)
- (d) ATTENTION TO DUTY (Industry; the trait of working thoroughly and conscientiously)
- (e) COOPERATION (The faculty of working in harmony with others, military and civilian)
- (f) INITIATIVE (The trait of taking necessary or appropriate action on own responsibility)
- (g) JUDGMENT (The ability to think clearly and arrive at logical conclusions)
- (h) PRESENCE OF MIND (The ability to think and act promptly and effectively in an unexpected emergency or under great strain)
- (i) FORCE (The faculty of carrying out with energy and resolution that which is believed to be reasonable, right or duty)
- (j) LEADERSHIP (The capacity to direct, control, and influence others and still maintain high morale)
- (k) LOYALTY (The quality of rendering faithful and willing service, and unwavering allegiance under any and all circumstances)
- (l) PERSONAL RELATIONS (Faculty for establishing and maintaining cordial relations with military and civilian associates)
- (m) ECONOMY IN MANAGEMENT (Effective utilization of men, money and materials)

18. Considering the possible requirements of service in war, indicate your attitude toward having this officer under your command.

Would you— NOT OBSERVED PREFER NOT TO HAVE! BE WILLING TO HAVE! BE GLAD TO HAVE! PARTICULARLY DESIRE TO HAVE!

19. (a) Indicate your estimate of this officer's "General Value to the Service" by marking "X" in the appropriate box:

NOT OBSERVED	UNSATISFACTORY	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	OUTSTANDING
<input type="checkbox"/>						

(b) Show distribution of all Item 19. (a) markings awarded officers of his grade for this reporting occasion:

<input type="checkbox"/>								
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SECTION D (To be completed by reporting senior in pen and ink.) Record in this space a concise appraisal of the professional character of the officer reported on.
(This space must not be left blank.)**SECTION E** (To be completed by the reporting senior)

I CERTIFY that to the best of my knowledge and belief all entries made hereon are true and without prejudice or partiality.

SECTION F (To be completed when required)

I have seen this completed report. I HAVE NO STATEMENT TO MAKE

I HAVE ATTACHED A STATEMENT

(Signature of reporting senior)

(Date)

(Signature of officer reported on)

(Date)

SECTION G (To be completed by reviewing officer)

NAME OF REVIEWING OFFICER _____ GRADE _____ US _____

DUTY ASSIGNMENT _____ INITIALS _____

DATE _____

SUSPENSE _____

SUBJECT: Fitness Report in the case of _____
for the period _____ to _____

TO:

1. A fitness report is required on subject officer for the period indicated above.
2. Fitness reports form one of the most important records of an individual's performance of duty and the professional qualifications he has gained. These reports present a continuous record of the individual's active service with the Marine Corps. Fitness reports are vital in determining assignment to duty and in selection for promotion. Individuals submitting reports therefore, must realize the significance of the fitness report and exercise the utmost care and thoroughness in completing these reports. Each completed report must be an accurate and comprehensive portrayal of the individual reported on.
3. Fitness reports on all officers of the Marine Corps and Marine Corps Reserve will be submitted on the Officer Fitness Report, Form NAVMC 10147-PD, enclosed herewith.
4. Fitness reports will be submitted on commissioned officers of the Marine Corps and Marine Corps Reserve on active duty at the following times:
 - a. Semiannually in accordance with the following schedule:
 - (1) Lieutenant, commissioned warrant officers and warrant officers - last day of June and December.
 - (2) Captains and above - last day of February and August.
 - b. Upon transfer of the individual reported on.
 - c. Upon change of the individual submitting the report.
 - d. When directed by the Commandant of the Marine Corps.
- e. At the discretion of the reporting senior when it appears that the duty performance of a subordinate should become a matter of record prior to the submission of the next regularly scheduled report.

5. Prompt submission of fitness reports is necessary to provide complete records for selection boards and other using agencies. The individual submitting the report will, therefore, prepare and submit fitness reports within 15 days after the terminal date of the period covered. In cases in which the reporting senior is absent at the time reports are due, he will submit such reports within 15 days from the date of his return. To avoid the submission of reports for brief periods, the reporting senior may omit the submission of reports (except "unsatisfactory reports" as defined in the note below) in the following situations:

a. In cases in which it is known that either the reporting senior will be changed or the individual reported on will be transferred within 30 days after the date the regular semiannual report is due, the report may be delayed until the transfer date to cover the additional period. In such cases both of the appropriate boxes in Item 4 will be checked and explained in the space below.

b. In case of transfer of the individual reported on or change of reporting senior within 60 days after the submission of the semiannual report, the reporting senior may, if his opinion remains the same, extend the semiannual report. For extended reports, Items 1 through 5 of Section A, Items 11 and 12 of Section B, Section E and Section F will be completed. In Section D, the reporting senior will indicate that the previous report is being extended. An example of a suitable entry is: "My opinion of this individual has not changed. Submitted for extension of previous report ending (Semiannual Date) to include the period shown above."

c. Upon change of either the reporting senior or transfer of the individual reported on, when the reporting senior has had no opportunity to observe the duty performance of the individual reported on, he may submit a "Not Observed" report. For "Not Observed" periods, Section A, Items 1 through 5, Section B, Items 11 and 12 and Section E will be completed and in Section D, the reporting senior will indicate that the report is for a "Not Observed" period. On "Not Observed" reports if the period of observation, (i.e., period covered by the report less periods of nonavailability as indicated in Item 6), exceeds 30 days, the reporting senior will explain the circumstances in Section D.

d. The semiannual report may be omitted if the period of observation, as defined above, is 30 days or less, however, the reporting senior will include the entire period in the next report he submits on the individual being reported on.

Note: An "unsatisfactory report" is defined as any report that contains:

1. An entry of "unsatisfactory" in Items 16, 17, or 19.
2. An entry of "prefer not to have" in Item 18.
3. An unfavorable remark in Section D.

6. Except for "not observed" and "extended" reports an entry will be made for each item of the Fitness Report form except Section G. If an item is not applicable, enter "none", "Not Applicable" or an "X" for "Not Observed" as appropriate. Each erasure or deletion on the form must be initialed in ink by the reporting senior. All entries should be legible and typing is preferred in Section A, (except signature): Section B, Items 11 and 12. All other entries will be completed in PEN and INK.

7. Specific instructions for completing the Fitness Report form are as follows:

a. Section A will be completed by the Military Personnel Division.

b. Section B:

(1) Enter the duty assignment of the reporting senior to reflect his duty relationship to the individual reported on, (i.e., Chief of Division, Chief of Branch, etc.).

(2) Item 14:

(a) Letters or reports which represent nonpunitive measures as defined in paragraph 128c, Manual for Courts-Martial, United States, 1951, will not be attached or referenced on the fitness report of the individual reported on.

(b) Letters of commendation and appreciation not forwarded to the Commandant of the Marine Corps will be attached to the fitness report. Letters forwarded during the reporting period will be referenced on the fitness report. Letters which relate to the efficiency of the unit as a whole are considered to be a report on the commanding officer and not any particular individual. Letters of appreciation from a person or organization not within normal chain of command are considered appropriate for attachment to the fitness report.

c. Section C:

When rating an individual the reporting senior should consider carefully the following definitions, taking into consideration the individual's length of service, the opportunities afforded him which might have a bearing on his performance of duty, his personal characteristics, and his general professional qualifications:

NOT OBSERVED. . . Where the reporting senior has had insufficient opportunity to observe the individual reported on.

UNSATISFACTORY. . . Inefficient; below minimum standards.

BELOW AVERAGE . . . Passably efficient; satisfactory up to a minimum standard.

AVERAGE Qualified; efficient to the generally accepted standard.

ABOVE AVERAGE . . . Highly qualified and efficient.

EXCELLENT Exceptionally efficient; qualified to a degree seldom achieved by others in his grade.

OUTSTANDING One of the very few outstanding individuals of his grade known to the person completing the report.

d. Section D:

(1) Comments in Section D concerning the professional character of the individual reported on are mandatory. Such comments should provide for amplification of other entries on the report and further information of the potentialities, capabilities and limitations of the individual reported on. In formulating these comments, the grade of the individual reported on and the length of his military service and time in grade should be considered. Because each person is an individual with his own strengths and weaknesses, no hard and fast rules concerning suitable entries can be made. Therefore, stereotyped evaluations should be avoided.

(2) The following general principles will be followed:

(a) Comments concerning the general military competence of the individual being reported on, his capacity to handle assignments of increased responsibility, particularly those involving command; the manner in which he has been performing his assigned duties with his organization; his growth potential; his ability to learn and adapt rapidly; any special abilities he may possess; and his self-improvement efforts are illustrative of the characteristics which might be reflected in the evaluation.

(b) Recommendations for promotion are not desired and should be made only when specifically requested by the Commandant of the Marine Corps.

(3) The following specific instructions will be followed:

(a) An outstanding or unsatisfactory mark in section 16A and 19 will be specifically justified in section D or supplemental sheet. State also in section D total number individuals of same rank reported on during same reporting occasion and indicate number of those marked as outstanding, excellent, above average, etc., under item General Value to Service.

(b) Comments and recommendations pertaining to retention in aviation, retention on extended active duty in the Reserve Program, etc., should be made only when specifically requested by the Commandant of the Marine Corps.

8. Referral of Report to Individual Reported on.

a. Reporting seniors will not refer the completed fitness report to individual reported on except in those cases where report contains material considered as unsatisfactory.

b. The individual reported on will complete Section F of the report, indicating that he has no statement to make, or that he has made and attached a statement only when the report contains material as unsatisfactory.

9. All completed fitness reports will be forwarded to the Chief, Military Personnel Division for review and completion of Section G of the fitness report form.

Approved For Release 2002/01/10 : CIA-RDP78A000700100006-9
 REPORT OF ENLISTED PERFORMANCE EVALUATION

ROUGH

NAVPERS 792 (Rev. 6-59)

PERIOD OF REPORT

To _____

NAME (Last, First, Middle)	SERVICE NO.	RATE ABB.	PRESENT SHIP OR STATION
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INSTRUCTIONS

- For each trait, evaluate the man on his actual observed performance. If performance was not observed, check the "Not Observed" box.
 - Compare him with others of the same rate.
 - If the major portion of his work has been outside his rate or pay grade
- during this reporting period, evaluate him on what he did. Describe what he did in the "Comments" section.
4. Pick the phrase which best fits the man in each trait and check left or right box under it. (Left box is more favorable.)

1. PROFESSIONAL PERFORMANCE: His skill and efficiency in performing assigned duties (except SUPERVISORY)

NCT QBSEPVED	Extremely effective and reliable. Works well on his own.	Highly effective and reliable. Needs only limited supervision.	Effective and reliable. Needs occasional supervision.	Adequate, but needs routine supervision.	Inadequate. Needs constant supervision.
<input type="checkbox"/>	*				*

2. MILITARY BEHAVIOR: How well he accepts authority and conforms to standards of military behavior.

NOT OBSERVED	Always acts in the highest traditions of the Navy.	Willingly follows commands and regulations.	Conforms to Navy standards.	Usually obeys commands and regulations. Occasionally lax.	Dislikes and flouts authority. Unseamanlike.
<input type="checkbox"/>	*				*

3. LEADERSHIP AND SUPERVISORY ABILITY: His ability to plan and assign work to others and effectively direct their activities.

NOT OBSERVED	Gets the most out of his men.	Handles men very effectively.	Gets good results from his men.	Usually gets adequate results.	Poor supervisor.
<input type="checkbox"/>	*				*

4. MILITARY APPEARANCE: His military appearance and neatness in person and dress.

NOT OBSERVED	Impressive. Wears Naval uniform with great pride.	Smart. Neat and correct in appearance.	Conforms to Navy standards of appearance.	Passable. Sometimes careless in appearance.	No credit to the Naval Service.
<input type="checkbox"/>	*				*

5. ADAPTABILITY: How well he gets along and works with others.

NOT OBSERVED	Gets along exceptionally well. Promotes good morale.	Gets along very well with others. Contributes to good morale.	A good shipmate. Helps morale.	Gets along adequately with others.	A misfit.
<input type="checkbox"/>	*				*

6. DESCRIPTION OF ASSIGNED TASKS

7. EVALUATION OF PERFORMANCE

* 8. THESE ITEMS MUST BE JUSTIFIED BY COMMENTS IN ADDITION TO THOSE IN ITEM 7 ABOVE

9. REASON FOR REPORTING <input type="checkbox"/> SEMI-ANNUAL <input type="checkbox"/> TRANSFER <input type="checkbox"/> OTHER _____	10. DATE	11. SIGNATURE OF REPORTING SUPERIOR
--	----------	-------------------------------------

NAVPERS 792 (Rev. 6-59)

12. SERVICE SCHOOL(S) ATTENDED DURING PERIOD OF THIS REPORT

INCLUSIVE DATES	SCHOOL	GRADUATED (YES - NO)	CLASS STANDING

13. SPECIAL QUALIFICATIONS NOT INDICATED BY RATING OR PRIMARY NEC ATTAINED DURING PERIOD OF THIS REPORT

14. OFF-DUTY EDUCATIONAL ACHIEVEMENTS (USAFI, college courses, correspondence courses, etc.) COMPLETED DURING PERIOD OF THIS REPORT.

Company GRADE OFFICERS

Approved For Release 2002/01/10 : CIA-RDP78-A-000700100006-9

I. IDENTIFICATION DATA					
1. LAST NAME—FIRST NAME—MIDDLE INITIAL		2. GRADE	3. PERMANENT AF GRADE		4. AFSN
5. AERONAUTICAL RATING		6. PAFSC	7. PERIOD OF REPORT		
			FROM	TO	
8. ORGANIZATION		9. PERIOD OF SUPERVISION	10. REASON FOR REPORT		
II. DUTIES					
III. PERFORMANCE FACTORS (Compare this officer ONLY with officers of the same grade)					
1. JOB KNOWLEDGE					
NOT <input type="checkbox"/>	SERIOUS GAPS IN HIS KNOWLEDGE OF FUNDAMENTALS OF HIS JOB.	HAS A SATISFACTORY KNOWLEDGE OF ROUTINE PHASES OF HIS JOB.	IS WELL INFORMED ON MOST PHASES OF HIS JOB.	HAS EXCELLENT KNOWLEDGE OF ALL PHASES OF HIS JOB.	HAS EXCEPTIONAL UNDERSTANDING OF HIS JOB. EXTREMELY WELL INFORMED ON ALL PHASES.
OBSERVED					
2. COOPERATION					
NOT <input type="checkbox"/>	INCLINED TO CREATE FRICITION. DOES NOT GET ALONG WELL WITH OTHERS.	SOMETIMES INDIFFERENT TO OTHERS. COOPERATES TO A FAIR DEGREE.	GETS ALONG WELL WITH MOST PEOPLE.	WORKS IN HARMONY WITH OTHERS. A VERY GOOD TEAM WORKER.	EXTREMELY SUCCESSFUL IN WORKING WITH OTHERS. ACTIVELY PROMOTES HARMONY.
OBSERVED					
3. JUDGMENT					
NOT <input type="checkbox"/>	HIS DECISIONS OR RECOMMENDATIONS ARE WRONG MORE OFTEN THAN RIGHT.	IS PRONE TO NEGLECT OR MISINTERPRET FACTS. COMMITS OCCASIONAL ERRORS IN JUDGMENT	JUDGMENT IS USUALLY SOUND AND REASONABLE.	HIS JUDGMENT CONSISTENTLY RESULTS FROM SOUND EVALUATION OF ALL THE FACTORS INVOLVED.	OUTSTANDINGLY SOUND AND LOGICAL THINKER WITH AN EXCEPTIONAL GRASP OF THE SITUATION INVOLVED.
OBSERVED					
4. MANAGEMENT QUALITIES					
NOT <input type="checkbox"/>	INEFFECTIVE IN THE CONSERVATION OF MATERIEL OR ECONOMICAL USE OF MAN POWER.	UTILIZES MEN, MONEY, AND MATERIALS IN A BARELY SATISFACTORY MANNER.	CONSERVES MEN, MONEY, AND MATERIALS BY IMPLEMENTING AND MAINTAINING ROUTINE MANAGEMENT PROCEDURES.	IS EFFECTIVE IN ACCOMPLISHING SAVINGS IN MEN, MONEY, AND MATERIALS BY DEVELOPING IMPROVED MANAGEMENT PROCEDURES.	EXCEPTIONALLY EFFECTIVE IN THE UTILIZATION OF MEN, MONEY, AND MATERIALS.
OBSERVED					
5. LEADERSHIP					
NOT <input type="checkbox"/>	FAILS TO COMMAND. UNABLE TO EXERT CONTROL.	MANAGES IN SOME INSTANCES TO OBTAIN EFFECTIVE COOPERATION.	DEVELOPS ADEQUATE COOPERATION AND TEAMWORK UNDER NORMAL CIRCUMSTANCES.	COMMANDS RESPECT OF HIS SUBORDINATES. IS EFFECTIVE EVEN UNDER DIFFICULT CIRCUMSTANCES.	OUTSTANDING SKILL IN DIRECTING OTHERS. INSPIRES CONFIDENCE EVEN UNDER VERY DIFFICULT CIRCUMSTANCES.
OBSERVED					
6. COMMUNICATION FACILITY					
NOT <input type="checkbox"/>	UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION.	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY ON ROUTINE MATTERS.	EXCELLENT COMMAND OF WRITTEN AND ORAL EXPRESSION. CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS THROUGH WRITTEN AND ORAL EXPRESSION.
OBSERVED					
7. PROMOTION POTENTIAL					
NOT <input type="checkbox"/>	DEFINITELY LIMITED. PRESENT JOB IS TAXING HIS CAPABILITIES.	PRESENT GRADE IS COMMENSURATE WITH ABILITY.	HAS THE CAPACITY FOR FURTHER GROWTH AT NORMAL RATE.	VERY PROMISING PROMOTIONAL MATERIAL. CAPABLE OF INCREASED RESPONSIBILITY AND ADVANCEMENT.	ONE OF THE FEW EXCEPTIONAL OFFICERS. SHOULD BE CONSIDERED FOR MORE RAPID PROMOTION THAN HIS CONTEMPORARIES.
OBSERVED					
8. ADDITIONAL FACTORS					
FACTORS		INADEQUATE	SATISFACTORY	COMPETENT AND EFFICIENT	EXCELLENT
a.					
b.					
c.					

Approved For Release 2002/01/10 - CIA-RDP78-A-000700100006-9

IV. OVER-ALL EVALUATION (Approved For Release 2002/01/10 : CIA-RDP78-O-035787A00700100006-9)

UNSATISFACTORY	MARGINAL	AN ACCEPTABLE OFFICER	A DEPENDABLE AND TYPICALLY EFFECTIVE OFFICER	A VERY FINE OFFICER OF GREAT VALUE TO THE SERVICE	ONE OF THE VERY FEW OUTSTANDING OFFICERS I KNOW.

V. COMMENTS OF REPORTING OFFICIAL (Be factual and specific. Add comments which increase the objectivity of the rating.)

VI. AUTHENTICATION BY REPORTING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION	DUY TITLE	SIGNATURE
		DATE

VII. REVIEW BY INDORSING OFFICIAL

NAME, GRADE, AFSN AND ORGANIZATION	DUY TITLE	SIGNATURE
		DATE

Approved For Release 2002/01/10 : CIA-RDP78-03578A000700100006-9 AND above

I. IDENTIFICATION DATA					
1. LAST NAME—FIRST NAME—MIDDLE INITIAL		2. AFSN		3. ACTIVE DUTY GRADE	
5. ORGANIZATION, COMMAND AND LOCATION		6. AERONAUTICAL RATING		7. PERIOD OF REPORT	
				FROM	TO
		8. RATING PERIOD		9. REASON FOR REPORT	
II. DUTIES —PAFSC _____ DAFSC _____					
III. RATING FACTORS (Consider how this officer is performing on his job.)					
1. JOB CAPABILITY					
NOT OBSERVED	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB.	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB.	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB.	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB.	<input type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA. AUTHORITY IN HIS FIELD.
2. PLANNING ABILITY					
NOT OBSERVED	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD.	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB.	<input type="checkbox"/> IS A CAREFUL, EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS.	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB; SEES THE BIG PICTURE.	<input type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING; A HIGH CALIBER THINKER AND PLANNER.
3. EXECUTIVE MANAGEMENT					
NOT OBSERVED	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER.	<input type="checkbox"/> MAINTAINS ORDINARY EFFICIENCY OF OPERATION. CONTROL COULD BE IMPROVED.	<input type="checkbox"/> GIVES ECONOMY OF OPERATION CAREFUL ATTENTION. MAKES WISE USE OF MANPOWER AND MATERIEL.	<input type="checkbox"/> MAINTAINS EFFECTIVE ECONOMY. CAREFULLY WEIGHS COST AGAINST EXPECTED RESULTS.	<input type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS.
4. LEADERSHIP					
NOT OBSERVED	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS. AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL.
5. EXECUTIVE JUDGMENT					
NOT OBSERVED	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS.	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS.
6. HUMAN RELATIONS					
NOT OBSERVED	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE; DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input type="checkbox"/> HIS SKILLS IN HUMAN RELATIONS ARE AN ASSET. HAS ABOVE AVERAGE SOCIAL POISE AND ABILITY.	<input type="checkbox"/> OUTSTANDING SKILL IN GETTING ALONG WITH PEOPLE; INCREASES HIS EFFECTIVENESS.
7. WRITING ABILITY AND ORAL EXPRESSION					
NOT OBSERVED	<input type="checkbox"/> UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input type="checkbox"/> EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input type="checkbox"/> USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input type="checkbox"/> CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input type="checkbox"/> OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK
8. JOB ACCOMPLISHMENT					
NOT OBSERVED	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.
IV. OFFICER QUALITIES (Consider how this officer meets Air Force standards.)					
NOT OBSERVED	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEARING AND BEHAVIOR. CREATES A VERY FAVORABLE IMAGE.	<input type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.

Approved For Release 2002/01/10 : CIA-RDP78-03578A000700100006-9

V. OVER-ALL EVALUATION
 (Compare this officer ONLY with officers of the same grade.)

Specific justification required for these sections									Specific justification required for these sections		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
AN UNSATISFACTORY OFFICER	A MARGINAL OFFICER	BELOW AVERAGE EFFECTIVENESS	SLIGHTLY BELOW AVERAGE EFFECTIVENESS	AN EFFECTIVE, COMPETENT, OFFICER IN THIS GRADE			EFFECTIVENESS WELL ABOVE MOST OFFICERS	EXCELLENT OFFICER SELDOM EQUALLED	OUTSTANDING OFFICER ALMOST NEVER EQUALLED	ABSOLUTELY SUPERIOR OFFICER	

VI. PROMOTION POTENTIAL

<input type="checkbox"/> PRESENT JOB IS TAXING HIS CAPABILITIES. POSSESSES LIMITED PROMOTION POTENTIAL.	<input type="checkbox"/> PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES.
<input type="checkbox"/> CAPABLE OF INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES.	<input type="checkbox"/> GENERAL OFFICER MATERIAL BASED ON DEMONSTRATED GROWTH POTENTIAL AND PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES.

VII. COMMENTS

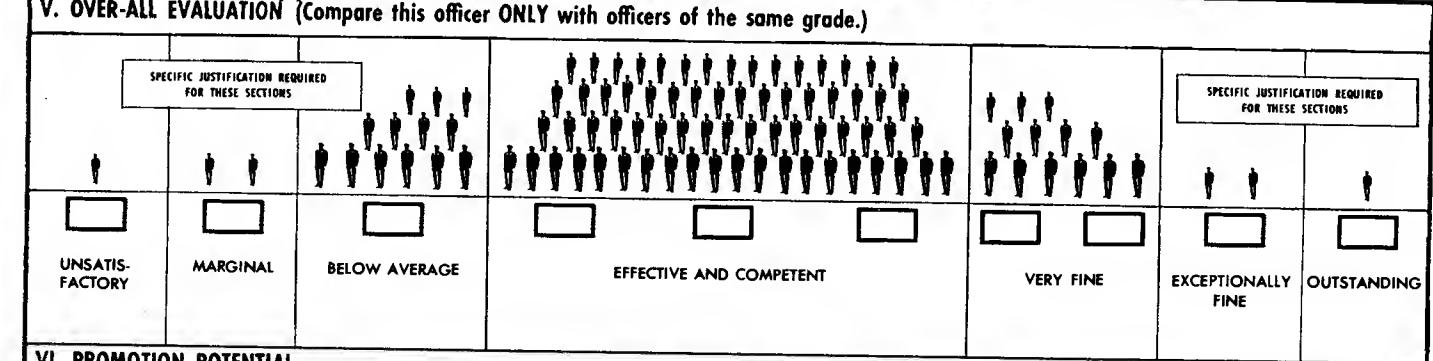
VIII. REPORTING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION	DUTY TITLE	SIGNATURE
	AERO RATING	DATE

IX. REVIEW BY INDORSING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION	DUTY TITLE	SIGNATURE
	AERO RATING	DATE

I. IDENTIFICATION DATA		App AFM 36-1 Fully Implemented before 2001 DOD Form 1010 GHA RDP78-035 000700100006-9			
1. LAST NAME—FIRST NAME—MIDDLE INITIAL	2. AFSN	3. ACTIVE DUTY GRADE	4. PERMANENT GRADE		
5. ORGANIZATION, COMMAND AND LOCATION		6. AERO RATING	CODE		
		7. PERIOD OF REPORT			
		FROM: _____ TO: _____			
		8. PERIOD OF SUPERVISION			
		9. REASON FOR REPORT			
II. DUTIES—PAFSC _____ DAFSC _____					
III. RATING FACTORS (Consider how this officer is performing on his job.)					
1. KNOWLEDGE OF DUTIES					
NOT <input type="radio"/>	SERIOUS GAPS IN HIS KNOWLEDGE OF FUNDAMENTALS OF HIS JOB. <input type="checkbox"/>	SATISFACTORY KNOWLEDGE OF ROUTINE PHASES OF HIS JOB. <input type="checkbox"/>	WELL INFORMED ON MOST PHASES OF HIS JOB. <input type="checkbox"/>	EXCELLENT KNOWLEDGE OF ALL PHASES OF HIS JOB. <input type="checkbox"/>	EXCEPTIONAL UNDERSTANDING OF HIS JOB. EXTREMELY WELL INFORMED ON ALL PHASES. <input type="checkbox"/>
2. PERFORMANCE OF DUTIES					
NOT <input type="radio"/>	QUALITY OR QUANTITY OF WORK OFTEN FAILS TO MEET JOB REQUIREMENTS. <input type="checkbox"/>	PERFORMANCE MEETS ONLY MINIMUM JOB REQUIREMENTS. <input type="checkbox"/>	QUANTITY AND QUALITY OF WORK ARE VERY SATISFACTORY. <input type="checkbox"/>	PRODUCES VERY HIGH QUANTITY AND QUALITY OF WORK. MEETS ALL SUSPENSES. <input type="checkbox"/>	QUALITY AND QUANTITY OF WORK ARE CLEARLY SUPERIOR AND TIMELY. <input type="checkbox"/>
3. EFFECTIVENESS IN WORKING WITH OTHERS					
NOT <input type="radio"/>	INEFFECTIVE IN WORKING WITH OTHERS. DOES NOT CO-OPERATE. <input type="checkbox"/>	SOMETIMES HAS DIFFICULTY IN GETTING ALONG WITH OTHERS. <input type="checkbox"/>	GETS ALONG WELL WITH PEOPLE UNDER NORMAL CIRCUMSTANCES. <input type="checkbox"/>	WORKS IN HARMONY WITH OTHERS. A VERY GOOD TEAM WORKER. <input type="checkbox"/>	EXTREMELY SUCCESSFUL IN WORKING WITH OTHERS. ACTIVELY PROMOTES HARMONY. <input type="checkbox"/>
4. LEADERSHIP CHARACTERISTICS					
NOT <input type="radio"/>	OFTEN WEAK. FAILS TO SHOW INITIATIVE AND ACCEPT RESPONSIBILITY. <input type="checkbox"/>	INITIATIVE AND ACCEPTANCE OF RESPONSIBILITY ADEQUATE IN MOST SITUATIONS. <input type="checkbox"/>	SATISFACTORILY DEMONSTRATES INITIATIVE AND ACCEPTS RESPONSIBILITY. <input type="checkbox"/>	DEMONSTRATES A HIGH DEGREE OF INITIATIVE AND ACCEPTANCE OF RESPONSIBILITY. <input type="checkbox"/>	ALWAYS DEMONSTRATES OUTSTANDING INITIATIVE AND ACCEPTANCE OF RESPONSIBILITY. <input type="checkbox"/>
5. JUDGEMENT					
NOT <input type="radio"/>	DECISIONS AND RECOMMENDATIONS OFTEN WRONG OR INEFFECTIVE. <input type="checkbox"/>	JUDGEMENT IS USUALLY SOUND BUT MAKES OCCASIONAL ERRORS. <input type="checkbox"/>	SHOWS GOOD JUDGEMENT RESULTING FROM SOUND EVALUATION OF FACTORS. <input type="checkbox"/>	SOUND, LOGICAL THINKER. CONSIDERS ALL FACTORS TO REACH ACCURATE DECISIONS. <input type="checkbox"/>	CONSISTENTLY ARRIVES AT RIGHT DECISION EVEN ON HIGHLY COMPLEX MATTERS. <input type="checkbox"/>
6. ADAPTABILITY					
NOT <input type="radio"/>	UNABLE TO PERFORM ADEQUATELY IN OTHER THAN ROUTINE SITUATIONS. <input type="checkbox"/>	PERFORMANCE DECLINES UNDER STRESS OR IN OTHER THAN ROUTINE SITUATIONS. <input type="checkbox"/>	PERFORMS WELL UNDER STRESS OR IN UNUSUAL SITUATIONS. <input type="checkbox"/>	PERFORMANCE EXCELLENT EVEN UNDER PRESSURE OR IN DIFFICULT SITUATIONS. <input type="checkbox"/>	OUTSTANDING PERFORMANCE UNDER EXTREME STRESS. MEETS THE CHALLENGE OF DIFFICULT SITUATIONS. <input type="checkbox"/>
7. USE OF RESOURCES					
NOT <input type="radio"/> M <input type="radio"/> P <input type="radio"/>	INEFFECTIVE IN CONSERVATION OF RESOURCES. <input type="checkbox"/>	USES RESOURCES IN A BARELY SATISFACTORY MANNER. <input type="checkbox"/>	CONSERVES BY USING ROUTINE PROCEDURES. <input type="checkbox"/>	EFFECTIVELY ACCOMPLISHES SAVINGS BY DEVELOPING IMPROVED PROCEDURES. <input type="checkbox"/>	EXCEPTIONALLY EFFECTIVE IN USING RESOURCES. <input type="checkbox"/>
8. WRITING ABILITY AND ORAL EXPRESSION					
NOT <input type="radio"/> W <input type="radio"/> S <input type="radio"/>	UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION. <input type="checkbox"/>	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS. <input type="checkbox"/>	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY. <input type="checkbox"/>	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY. <input type="checkbox"/>	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS. <input type="checkbox"/>
IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)					
NOT <input type="radio"/>	BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS. <input type="checkbox"/>	CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS. <input type="checkbox"/>	BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION. <input type="checkbox"/>	ESPECIALLY GOOD BEHAVIOR AND BEARING. CREATES A VERY FAVORABLE IMPRESSION. <input type="checkbox"/>	BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS. <input type="checkbox"/>

V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade.)**VI. PROMOTION POTENTIAL**

- | | | | |
|--|--------------------------|--|--------------------------|
| 1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME. | <input type="checkbox"/> | 2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES. | <input type="checkbox"/> |
| 3. DEMONSTRATES CAPABILITIES FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES. | <input type="checkbox"/> | 4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES. | <input type="checkbox"/> |

VII. COMMENTS**VIII. REPORTING OFFICIAL**

Date of latest performance counseling _____

NAME, GRADE, AFSN, AND ORGANIZATION	DUTY TITLE		SIGNATURE	
	AERO RATING	CODE	DATE	

IX. REVIEW BY INDORSING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION	DUTY TITLE		SIGNATURE	
	AERO RATING	CODE	DATE	

Approved [REDACTED] Release 2002/01/10 : CIA-RDP78-038A000700100006-9
 READ CAREFULLY REFERENCED SECTION IN AR 623-105 BEFORE ATTEMPTING TO FILL OUT ANY ITEM

PART I - PERSONAL DATA (Read Section IV, AR 623-105)								S. BRANCH	6. INIT RA APMT	
1. LAST NAME - FIRST NAME - MIDDLE INITIAL			2. SERVICE NUMBER		3. GRADE	4. DATE OF RANK	BASIC	DETAL	YES	NO
7. UNIT, ORGANIZATION, STATION AND MAJOR COMMAND										
PART II - REPORTING PERIOD AND DUTY DATA (Read Sections IV and V, AR 623-105)										
8. PERIOD COVERED					9. REASON FOR RENDERING REPORT (Check)		10. REPORT BASED ON (Check)		RATER	INNDARSER
FROM			TO		ANNUAL		DAILY CONTACT			
DAY	MONTH	YEAR	DAY	MONTH	YEAR	CHANGE OF RATER	FREQUENT OBSERVATION			
DUTY DAYS			OTHER DAYS			PCS RATEO OFFICER	INFREQUENT OBSERVATION			
						CHANGE OF DUTY FOR RATED OFFICER	RECORDS AND REPORTS			
						OTHER (Specify)	OTHER (Specify)			
DUTY ASSIGNMENT FOR RATED PERIOD										
11. PRINCIPAL DUTY	12. DUTY MOS _____	13. AUTH GRADE _____								
14. MAJOR ADDITIONAL DUTIES										
PART III - MANNER OF PERFORMANCE (Read paragraph 21c, AR 623-105)										
15. RATER										
16. INNDARSER <input type="checkbox"/> I AM UNABLE TO EVALUATE THIS OFFICER FOR THE FOLLOWING REASON:										

PART IV - PERSONAL QUALITIES (Read paragraph 21d, AR 623-105)							PART V - APPRAISAL OF QUALIFICATIONS (Read paragraph 21e, AR 623-105)				
LEGEND	DEGREE	INADEQUATE	MARGINAL	BELLOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXEMPLARY	DUTIES	RATER	INDORSER	
	NUMBER	.0	.1	.2	.3	.4	.5				
RATER	INDORSER	a. ADAPTABILITY (Adjustes to new or changing situations & stresses; bears up under pressure)									
.	.	b. AMBITION (Seeks and welcomes additional and more important responsibilities)									
.	.	c. APPEARANCE (Possesses military bearing and is neat, smart, and well-groomed)									
.	.	d. COOPERATION (Works in harmony with others as a team member)									
.	.	e. DEPENDABILITY (Consistently accomplishes desired actions with minimum supervision)									
.	.	f. ENTHUSIASM (Motivates others by his zeal)									
.	.	g. EXPRESSION (Expresses himself clearly and concisely both orally and in writing)									
.	.	h. FORCE (Executes actions vigorously)									
.	.	i. INGENUITY (Finds solutions to problems regardless of obstacles)									
.	.	j. INITIATIVE (Takes necessary and appropriate action on his own)									
.	.	k. INTELLIGENCE (Acquires knowledge and grasps concepts readily)									
.	.	l. JUDGEMENT (Thinks logically and makes practical decisions)									
.	.	m. LOYALTY (Renders faithful and willing support to superiors and subordinates)									
.	.	n. MORAL COURAGE (Intellectual honesty, willingness to stand up and be counted)									
.	.	o. SELF-DISCIPLINE (Conducts himself in accordance with accepted standards)									
.	.	p. SELF-IMPROVEMENT (Takes action to improve himself)									
.	.	q. SOCIABILITY (Participates freely and easily in social and community activities)									
.	.	r. STAMINA (Performs successfully under prolonged physical and mental stress)									
.	.	s. TACT (Says or does what is appropriate without giving unnecessary offense)									
.	.	t. UNDERSTANDING (Appreciation of another person's viewpoint)									
SCORE											

PART VI - OVERALL DEMONSTRATED PERFORMANCE AND ESTIMATED POTENTIAL (Read paragraphs 21f and 21g, AR 623-105)

RATING	EXPECTED DISTRIBUTION OF 100 OFFICERS RATED	OVERALL DEMONSTRATED PERFORMANCE (1)			ESTIMATED POTENTIAL (2)		
		RATER	VALUE	INDORSER	RATER	VALUE	INDORSER
a. OUTSTANDING	1	*	96 - 100	*		10	
b. EXCEPTIONAL	2	*	90 - 95	*		9	
c. SUPERIOR	3		80 - 89			8	
d. EXCELLENT	4		70 - 79			7	
e. EFFECTIVE	5		60 - 69			6	
f. MARGINAL	6		50 - 59			5	
g. INADEQUATE	7		40 - 49			4	
	8		30 - 39			3	
	9	*	20 - 29	*		2	
	10	*	10 - 19	*		1	
	SCORE						

PART VII - NUMERICAL VALUE
(Read paragraph 21h, AR 623-105)
(Scores to be entered by rater and indorser,
and verified by a personnel officer)

SCORES			PART VIII - AUTHENTICATION (Read paragraph 21i, AR 623-105)		
PART IV	RATER	INDORSER	17. SIGNATURE OF RATER		
PART VI (1)			18. SIGNATURE OF INDORSER		
PART VI (2)					
TOTAL			TYPED NAME, GRADE, BRANCH, SERVICE NUMBER, ORGANIZATION, AND DUTY ASSIGNMENT		
COMPOSITE SCORE					

19. REVIEWER (Read Section VI, AR 623-105) MY REVIEW INDICATES NO FURTHER ACTION RESULTS IN ACTION STATED ON CONTINUATION SHEET

SIGNATURE OF REVIEWER	TYPED NAME, GRADE, BRANCH, SERVICE NUMBER, ORGANIZATION, AND DUTY ASSIGNMENT	DATE
THIS REPORT HAS _____ INCLOSURES. (Insert "0" if appropriate)		

20. DATE ENTERED ON DA FORM 68 21. PERSONNEL OFFICER'S INITIALS

Approved For Release 2002/01/10 : CIA-RDP78-03578A000700100006-9
OFFICER FITNESS REPORT—U. S. MARINE CORPS

NAVMC 10147-PD (REV. 2-57)
(SUPERSEDES NAVMC 10147-PD (REV. 8-56) WHICH MAY BE USED, IF AVAILABLE, UNTIL 31 JANUARY 1958. ALL PREVIOUS EDITIONS ARE OBSOLETE)

SECTION A

1. _____ (Last name) _____ (First name) _____ (Initial) _____ (Grade) USMC _____ (Service number)

2. ORGANIZATION _____

3. PRIMARY MOS _____ ADDITIONAL MOS'S _____

4. OCCASION FOR REPORT (Check appropriate box)

SEMIANNUAL

DETACHMENT OF OFFICER REPORTED ON
(Enter unit or station to which detached
on line below)

CHANGE OF REPORTING
SENIOR

CONCURRENT
REPORT

OTHER
(Explain on line below)

5. PERIOD COVERED: FROM _____ TO _____ MONTHS _____
(Day, month, year) (Day, month, year)

6. PERIODS OF NONAVAILABILITY (30 DAYS OR MORE) (Explain) _____

7. DUTY ASSIGNMENTS DURING PERIOD COVERED: REGULAR (Dates, descriptive title, and duty MOS) _____

ADDITIONAL (Descriptive title and number of months) _____

8. WIFE'S ADDRESS _____

9. AGE, RELATIONSHIP OF DEPENDENTS REQUIRING TRANSPORTATION _____

10. OFFICER'S PREFERENCE FOR NEXT ASSIGNMENT (1st choice) _____
(2d choice) _____ (3d choice) _____

(Signature of officer reported on)

(Date)

SECTION B (To be completed by reporting senior)

11. NAME OF REPORTING SENIOR _____ GRADE _____ US _____

12. DUTY ASSIGNMENT _____

13. RECOMMENDATIONS FOR OFFICER'S NEXT DUTY ASSIGNMENT:

14. DURING THE PERIOD COVERED BY THIS REPORT: YES NO If YES in (a), (b), or (c), and a report has NOT been submitted to the CMC, attach separate statement of nature and attendant circumstances.
If a report has been submitted to the CMC, reference such report below:

- (a) Has the work of this officer been reported on in a commendatory way?
- (b) Has the work of this officer been reported adversely?
- (c) Was this officer the subject of any disciplinary action that should be included on his record?

15a. ENTRIES ON THIS REPORT ARE BASED ON (Check appropriate box)

DAILY CONTACT AND CLOSE OBSERVATION FREQUENT OBSERVATIONS
OF THIS OFFICER'S WORK INFREQUENT OBSERVATIONS
OF THIS OFFICER'S WORK

15b. TO BE COMPLETED ON ORGANIZED RESERVE OFFICERS

ATTENDED _____ OF _____ SCHEDULED DRILLS

SECTION C (To be completed in pen and ink by reporting senior)

Approved For Release 2002/01/10 : CIA-RDP78-03578A000700100006-9
 Considering the officer reported on in comparison with all other officers of the same grade whose professional abilities are known to you personally, indicate your estimate of this officer by marking "X" in the appropriate spaces below.

16. PERFORMANCE OF DUTY (Based on fact)

- (a) REGULAR DUTIES
- (b) ADDITIONAL DUTIES
- (c) ADMINISTRATIVE DUTIES
- (d) HANDLING OFFICERS
- (e) HANDLING ENLISTED PERSONNEL
- (f) TRAINING PERSONNEL
- (g) TACTICAL HANDLING OF TROOPS (Unit appropriate to officer's grade)

	NOT OBSERVED	UNSATISFACTORY	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	OUTSTANDING
(a)							
(b)							
(c)							
(d)							
(e)							
(f)							
(g)							

17. TO WHAT DEGREE HAS HE EXHIBITED THE FOLLOWING?

- (a) ENDURANCE (Physical and mental ability for carrying on under fatiguing conditions)
- (b) PERSONAL APPEARANCE (The trait of habitually appearing neat, smart, and well-groomed in uniform or civilian attire)
- (c) MILITARY PRESENCE (The quality of maintaining appropriate dignity and soldierly bearing)
- (d) ATTENTION TO DUTY (Industry; the trait of working thoroughly and conscientiously)
- (e) COOPERATION (The faculty of working in harmony with others, military and civilian)
- (f) INITIATIVE (The trait of taking necessary or appropriate action on own responsibility)
- (g) JUDGMENT (The ability to think clearly and arrive at logical conclusions)
- (h) PRESENCE OF MIND (The ability to think and act promptly and effectively in an unexpected emergency or under great strain)
- (i) FORCE (The faculty of carrying out with energy and resolution that which is believed to be reasonable, right or duty)
- (j) LEADERSHIP (The capacity to direct, control, and influence others and still maintain high morale)
- (k) LOYALTY (The quality of rendering faithful and willing service, and unswerving allegiance under any and all circumstances)
- (l) PERSONAL RELATIONS (Faculty for establishing and maintaining cordial relations with military and civilian associates)
- (m) ECONOMY IN MANAGEMENT (Effective utilization of men, money and materials)

18. Considering the possible requirements of service in war, indicate your attitude toward having this officer under your command. Would you— NOT OBSERVED PREFER NOT
TO HAVE? BE WILLING
TO HAVE? BE GLAD
TO HAVE? PARTICULARLY
DESIRE TO HAVE?**19. Indicate your estimate of this officer's "General Value to the Service" by marking "X" in the appropriate space below.**

NOT OBSERVED	UNSATISFACTORY	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	OUTSTANDING
<input type="checkbox"/>						

SECTION D (To be completed by reporting senior in pen and ink.) Record in this space a concise appraisal of the professional character of the officer reported on.
 (This space must not be left blank.)**SECTION E** (To be completed by the reporting senior)

I CERTIFY that to the best of my knowledge and belief all entries made hereon are true and without prejudice or partiality.

(Signature of reporting senior)

(Date)

(Signature of officer reported on)

(Date)

SECTION F (To be completed by officer reported on) (Check One)

I have seen this completed report.

 I HAVE NO STATEMENT TO MAKE I HAVE ATTACHED A STATEMENT

NAME OF REVIEWING OFFICER _____

GRADE _____ US _____

DUTY ASSIGNMENT _____

INITIALS _____

NONCOMMISSIONED OFFICER FITNESS REPORT

U.S. MARINE CORPS
 NAVMC 10233-PD (REV. 8-62)
 (SUPERSEDES 9-58 EDITION WHICH WILL BE USED. ALL OTHER EDITIONS ARE OBSOLETE)

SECTION A.

EMBOSSED PLATE IMPRESSION (Name, Grade, Service No., MOS's)		EMBOSSED PLATE IMPRESSION (Organization)	
---	--	--	--

*1. NAME (Last)	(First)	(Middle initial)	GRADE	SERVICE NO.
*2. ORGANIZATION USMC				

*3. PRIMARY MOS	ADDITIONAL MOS'S
-----------------	------------------

4. OCCASION FOR THIS REPORT (Check appropriate box)

SEMIANNUAL TRANSFER OF NONCOMMISSIONED
 OFFICER REPORTED ON (Enter unit or
 station to which detached, below)

CHANGE OF REPORTING OFFICER

OTHER
 (Explain below)

5. PERIOD COVERED: FROM (Day, month, year)	TO (Day, month, year)	MONTHS
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6. PERIODS OF NONAVAILABILITY (30 DAYS OR MORE) (Explain)

7. DUTY ASSIGNMENTS DURING PERIOD COVERED: A. REGULAR (Dates, descriptive title, and duty MOS)
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B. ADDITIONAL (Descriptive title and number of months)
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8. WIFE'S ADDRESS

9. NAME, AGE, RELATIONSHIP OF DEPENDENTS REQUIRING TRANSPORTATION

10. NONCOMMISSIONED OFFICER'S PREFERENCE FOR NEXT ASSIGNMENT (1st choice)

(2d choice)	(3d choice)
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SIGNATURE (Noncommissioned officer reported on)	DATE
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SECTION B. (To be completed by reporting officer)

11. NAME AND GRADE OF REPORTING OFFICER	12. DUTY ASSIGNMENT
US	

13. RECOMMENDATIONS FOR NONCOMMISSIONED OFFICER'S NEXT DUTY ASSIGNMENT
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14. DURING THE PERIOD COVERED BY THIS REPORT:	YES	NO	If YES in (a) or (b), and a report has NOT been submitted to the CMC, attach separate statement of nature and attendant circumstances. If a report has been submitted to the CMC, reference such report below:
(a) Has the work of this noncommissioned officer been reported on in a commendatory way?	<input type="checkbox"/>	<input type="checkbox"/>	
(b) Was this noncommissioned officer the subject of any disciplinary action that should be included on his record?	<input type="checkbox"/>	<input type="checkbox"/>	

15A. ENTRIES ON THIS REPORT ARE BASED ON (Check appropriate box)	15B. TO BE COMPLETED ON ORGANIZED RESERVE NCO	
<input type="checkbox"/> DAILY CONTACT AND CLOSE OBSERVATION OF THIS NCO'S WORK	<input type="checkbox"/> FREQUENT OBSERVATIONS OF THIS NCO'S WORK	<input type="checkbox"/> INFREQUENT OBSERVATIONS OF THIS NCO'S WORK
		ATTENDED _____ OF _____ SCHEDULED DRILLS

* If embossed plate impression is used, do not complete items 1, 2 and 3.

SECTION C. (To be completed by reporting officer) Approved For Release 2002/01/10 : CIA-RDP78-03578A000700100006-9

	NOT OBSERVED	UNSATISFACTORY	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	OUTSTANDING
16. PERFORMANCE OF DUTY (Based on fact)							
(a) REGULAR DUTIES							
(b) ADDITIONAL DUTIES							
(c) ADMINISTRATIVE DUTIES							
(d) HANDLING ENLISTED PERSONNEL							
(e) TRAINING PERSONNEL							
(f) TACTICAL HANDLING OF TROOPS (Unit appropriate to noncommissioned officer's rank)							

17. TO WHAT DEGREE HAS HE EXHIBITED THE FOLLOWING?

- (a) ENDURANCE (Physical and mental ability for carrying on under fatiguing conditions)
- (b) PERSONAL APPEARANCE (The trait of habitually appearing neat, smart, and well-groomed in uniform or civilian attire)
- (c) MILITARY PRESENCE (The quality of maintaining appropriate dignity and soldierly bearing)
- (d) ATTENTION TO DUTY (Industry; the trait of working thoroughly and conscientiously)
- (e) COOPERATION (The faculty of working in harmony with others, military and civilian)
- (f) INITIATIVE (The trait of taking necessary or appropriate action on own responsibility)
- (g) JUDGMENT (The ability to think clearly and arrive at logical conclusions)
- (h) PRESENCE OF MIND (The ability to think and act promptly and effectively in an unexpected emergency or under great strain)
- (i) FORCE (The faculty of carrying out with energy and resolution that which is believed to be reasonable, right or duty)
- (j) LEADERSHIP (The capacity to direct, control, and influence others and still maintain high morale)
- (k) LOYALTY (The quality of rendering faithful and willing service, and unwavering allegiance under any and all circumstances)
- (l) PERSONAL RELATIONS (Faculty for establishing and maintaining cordial relations with military and civilian associates)
- (m) ECONOMY (Effective utilization of men, money and materials)

18. Considering the possible requirements of service in war, indicate your attitude toward having this noncommissioned officer under your command.

Would you— NOT OBSERVED PREFER NOT TO HAVE? BE WILLING TO HAVE? BE GLAD TO HAVE? PARTICULARLY DESIRE TO HAVE?

19. (a) Indicate your estimate of this noncommissioned officer's "General Value to the Service" by marking "X" in the appropriate box:

NOT OBSERVED	UNSATISFACTORY	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	OUTSTANDING
<input type="checkbox"/>						

(b) Show distribution of all Item 19(a) markings awarded noncommissioned officers of his grade for this reporting occasion:

<input type="checkbox"/>							
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SECTION D. (To be completed by reporting senior in pen and ink. This space may be used to record additional information that would further classify the noncommissioned officer's performance and qualifications.)

SECTION E. (To be completed by the reporting Senior)

I CERTIFY that to the best of my knowledge and belief all entries made hereon are true and without prejudice and partiality.

(Signature of reporting senior)

(Date)

SECTION F. (To be completed when required)

(Check one)

I have seen this completed report.

- I HAVE NO STATEMENT TO MAKE
- I HAVE ATTACHED A STATEMENT

(Signature of noncommissioned officer reported on)

(Date)

SECTION G. (To be completed by reviewing officer)

NAME AND GRADE OF REVIEWING OFFICER

DUTY ASSIGNMENT

US _____

INITIALS _____